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EXECUTIVE SUMMARY

This report contains the findings of Project SAFE and a blueprint for revamping the Federal Aviation Administration's management of its Flight Standards organization. It is based on a comprehensive evaluation of FAA's existing operations and describes changes necessary if FAA is to improve safety in a dynamic aviation environment.

With the publication of the first Project SAFE report on September 20, 1985, Project SAFE transitioned from a study of the Flight Standards inspection program to an action plan to correct the problems identified in the study. This report describes the objective of each part of the plan, the accomplishments achieved implementing the plan during 1986, and future plans for resolving the problems identified in Project SAFE.

BACKGROUND

On February 13, 1984, the Secretary of Transportation directed the FAA to conduct a comprehensive review of its safety inspection system to determine if it meets the challenges of the changing aviation environment.

During the course of Project SAFE, its scope was enlarged from an initial focus on safety inspectors to a much broader review of all elements of FAA's "Flight Standards System." Flight Standards is the organization within FAA responsible for regulating the users of the National Airspace System, both in how they operate and the equipment they use. The elements of the Flight Standards System that received critical appraisal included: regulations, directives, work programs, program management information, industry safety findings, evaluation programs, budget, resources, position descriptions, classifications, hiring practices, career development, training, and supervisory evaluation. The Flight Standards System is described in detail in Chapter 1.

The analysis of the system involved several national inspections and studies with the objective of defining problem areas and updating the Flight Standards program. The reports and studies all confirmed FAA's outstanding aviation safety record and identified areas where problems exist and improvements could be made.

FINDINGS

1. ~~Flight Standards field and headquarters staff should be increased.~~ Field staffing has been deficient for several years. ~~Additional~~ headquarters staff is needed to guide and to evaluate field activities and promote standardization through updating regulations and handbooks.

2. ~~Flight Standards~~ needs an effective evaluation program. The interdependency of all functional elements of the Flight Standards System at all management and field levels is critical. Each of the key elements of the system must be capable of updating on a continuous, real-time basis. Training programs supported by standardized written guidance based on a job task analysis and automated recordkeeping must be built into a management system that is responsive to changes in the operating environment. An assessment of the industry, based on actual inspection data, should be part of the evaluation program, thereby allowing changes in the industry to be integrated into FAA training and inspection programs.

3. ~~Updating Obsolete Federal Aviation Regulations (FAR)~~ should receive priority. Expedited action should be taken to adopt regulations that address the current environment and to rescind obsolete regulations.

4. Field staff need standardized guidance on a timely basis. This guidance should facilitate uniformity in inspection practices and interpretations of regulations.

5. The automated Aviation Safety Analysis System (ASAS) can increase the productivity of field personnel. Automated systems can provide a real-time national data base effectively eliminating the existing problem of inter-regional data sharing. ASAS can also provide field personnel with operator inspection and enforcement histories without regard to geographical or FAA administrative boundaries and allow management at all levels to evaluate partial or total program effectiveness and industry safety.

6. Personnel management and training programs should be revised to provide sufficient numbers of highly qualified and trained inspectors to accomplish the Flight Standards mission. The numbers of inspectors and support staff should be predicate; on the size and scope of the workload. Applicants for inspector positions should be selected, hired, and trained based on work program needs and their entry level experience.

7. Attention to the problems identified by Project SAFE requires strong management oversight to ensure that corrective action occurs within a timeframe that is compatible with the total program.

PROJECT SAFE IMPLEMENTATION PLAN

Actions taken in 1986 began with setting up a matrix organization to integrate the pieces of the project and effect the actions. Fourteen teams consisting of Flight Standards technical personnel and staff specialists from other disciplines were formed to

address the problems within a ~~given~~ area in the Flight Standards system. An oversight group has been formed. It is comprised of headquarters and field division managers which act as a steering committee and decisionmaking body. Quarterly briefings for the Director and Associate Administrator were also set up to ensure top-level management oversight. This comprised the organizational structure for Project SAFE.

A computerized project management system has been set up to manage the project. Each project team identified the major activities they would have to accomplish to resolve the problems identified by Project SAFE. These activities and pertinent information concerning the activities such as the expected work time, office responsible, relationship to other activities, etc., were programmed into the system. This computerized system facilitates project identification, tracking, communication, and updating. The computer generated bar graph and associated reports produced by the system have become the dynamic up-to-date description of the Flight Standards strategic plan. The ~~1986~~ end-of-year report is in Appendix 4.

The Flight Standards planning effort is a continuous process. As problems occur or insights show that the plan should be modified, the computer data is amended to reflect the most current information. This dynamic process is punctuated by quarterly Flight Standards division managers meetings, a request for input from industry and other Governmental groups in April, quarterly reports to Congress, an annual headquarters planning retreat every August, and the publication of an updated strategic plan at the beginning of each year. Appendix 5 contains the FY ~~88~~ budget required to keep Project SAFE activities on schedule. This budget represents the strong commitment of the FAA to revamp its safety inspection program.

One of the major accomplishments that has been achieved in ~~1986~~ was the definition of changes to the Flight Standards organization that are required due to the findings of Project Safe. These changes, which are described in Chapter ~~3~~, include the updating of each part of the Flight Standards system and the creation of a new management process which builds upon and implements the system. It is expected that the major parts of the system will be updated by the end of FY ~~88~~ and that the management process will begin operation for FY ~~89~~. Pieces of the process, however, were in place at the beginning of FY ~~87~~. The following is a list of accomplishments for ~~1986~~. Chapter 4 of this report describes in more detail the past year's accomplishments and the plan to update the Flight Standards system and fully implement the Flight Standards management process.

1986 ACCOMPLISHMENTS

PROJECT SAFE - IN GENERAL

Established 14 teams to address the updating of each portion of the Flight Standards System.

Developed a computer management system to define, monitor, and communicate Project SAFE activities.

Created a Principal Inspector Test Program to validate the Project SAFE methodology.

Mapped out the FAA personnel system,

ANALYSIS OF FUNCTION

Meetings and papers describing organizational change resulting in Chapter 3 of this report.

Began a Job Task Analysis (**JTA**) for clerical and administrative staff, aircraft evaluation groups and regional staffs.

POSITIONMANAGEMENT

Developed a book of consolidated position descriptions (**PD**) matched to the Job Task Analysis (**JTA**) which is the baseline for changes to the personnel system.

Developed new Principal Inspector **PD's**, new Geographical Inspector **PD's** and defined a standard format for future **PD's**.

INSPECTOR SELECTION PROCESS

Completed review of the existing system and began developing screening tests and new announcement for new hires.

STAFFING STANDARDS

Developed new staffing standards based on the JTA and current aviation environment which objectively show that Flight Standards is under staffed by **1100** inspectors and 352 support staff.

Developed a staffing distribution system which uses the staffing standard to adjust work requirements based on final budget allocations.

TRAINING

Completed the JTA and training design plan.

Implemented an OJT program for field inspectors.

Developed a management plan and contracted for the development of a revised JTA, Principal Inspector training courses, accident Prevention Specialist training, a training module for each JTA task to form the basis for all job functions training, and a series of training seminars to standardize inspectors interpretation of new handbook sections.

JTA RECOMMENDATIONS

Developed a report showing the resolution and status of each of the **155** recommendations.

REGULATIONS

Identified Project SAFE regulatory initiatives which resulted from the JTA recommendations.

HANDBOOKS

Developed several draft volumes totalling thousands of pages. The first sections will be published by May **1987**.

PROGRAM GUIDELINES

Published the **1987** guidelines. They include the JTA as the baseline and expand direction of work program priorities.

WPMS

WPMS codes and guidance based on the JTA have been included in an update completed October **1986**.

EVALUATION PROGRAM

Established, developed guidance, hired staff, and initiated computer tracking of the National Aviation Safety Inspection Program. Drafted guidance to begin internal regional evaluations in FY **87**.

MANAGEMENT AND SUPERVISION

Developed program plan. Interviewed six regions to determine the areas where improvements need to be made.

HUMAN RELATIONS

Industry briefings complete.

Monthly Telecons and bar chart for regional information.

Briefed all Flight Standards office management.

Completed ~~ISAFE~~ video tape.

Completed handbook/training implementation plan.

Completed first portion of Human Resource Management ~~Implementa~~
tion Plan.

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CHAPTER I

BACKGROUND

The FAA's Safety Mission

The Federal Aviation Administration's mission is ~~service~~ to the nation by providing a safe and efficient aviation system which contributes to national security and the promotion of U. S. aviation. ¶ The safety thrust of the mission is derived from Section 601 of the Federal Aviation Act of ~~1958~~, which requires the Secretary of Transportation, through the Administrator of the FAA, to " . . . prescribe reasonable rules and regulations and minimum standards in the interest of **safety.**"

Flight Standards is the organization within each FAA region responsible for regulating the users of the National Airspace System, both in how they operate and the equipment they use. The burden for ensuring aviation safety, however, belongs to the operators, schools, repair facilities, and other users within the aviation industry. The Federal Aviation Act (Section **601**) states that it is the air carriers' basic requirement ¶. . . to perform their service with the highest possible degree of safety in the public interest," establishing the safety responsibility of the industry as well.

The Flight Standards System

In its mission to regulate the aviation industry, Flight Standards develops safety standards, oversees industry compliance with the standards, and enforces the standards. The FAA Flight Standards System is the process resulting from the regulations and directives that the FAA has issued to implement the agency's regulatory program.

The system is comprised of two major subsystems: the Program Management System, which directs Flight Standards activities; and the Human Resource Management System, which provides trained personnel to accomplish the activities. Flight Standards' inspectors and programs together regulate the industry within the constraints of the environment. There are, therefore, from the Flight Standards point of view, four major aspects of aviation safety : the environment, the industry, program management, and Flight Standards personnel. Figure 1 illustrates the elements of the Flight Standards System and the connections between the elements of the system.

As shown in Figure 1, the environment affects the industry and the FAA. It does this through conflicting incentives, forces, and personalities. These include such things as the economy, laws, and regulations outside FAA control, past practices and precedents, competitive forces, industry associations, the media, interest groups, etc.

FLIGHT STANDARDS SYSTEM

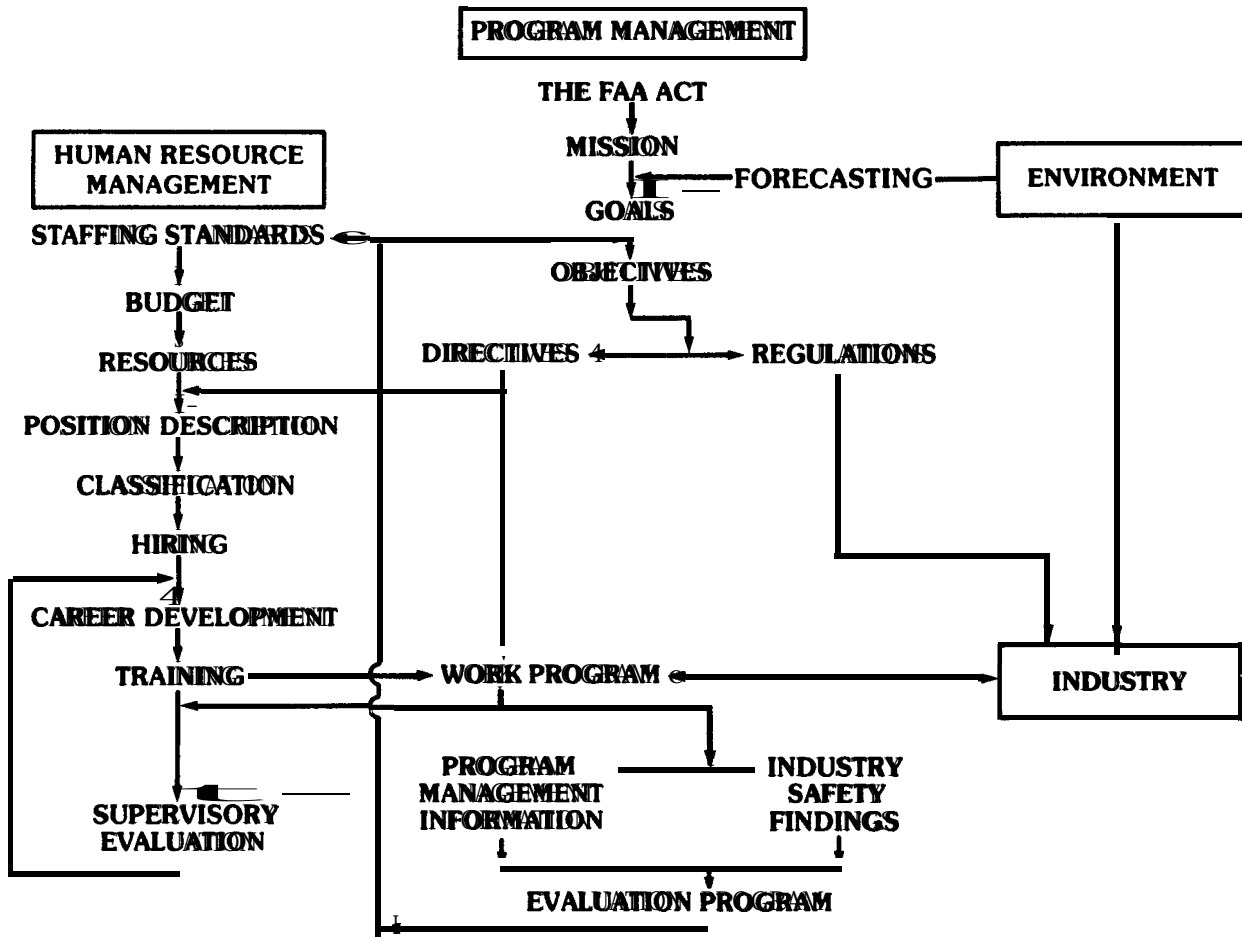


Figure1

The industry is affected by the environment, and in two ways, by the FAA through regulations and through the Flight Standards work programs. FAA regulations comprise the safety framework within which the industry operates. They form the basis for industry safety efforts and provide a standard for measuring safety. Flight Standards work programs are designed to ensure that the industry meets FAA safety standards. This objective is achieved by Flight Standards personnel who are experienced pilots, mechanics, and avionics technicians. Inspectors are trained to investigate aircraft accidents and incidents, certificate operators to ensure that they initially meet the standards, inspect operators to ensure that they continue to meet the standards, and enforce the regulations if an operator fails to meet the standard. Industry safety is, therefore, fine-tuned by the FAA through safety regulation and direct quality control oversight brought about by the Flight Standards System.

Flight Standards Program Management

Program management begins with the Federal Aviation Act and the Flight Standards missions, goals, and objectives, which are established from the Act. The objectives are achieved through two means: **(1)** regulations which directly affect the aviation industry ; and **(2)** agency directives which include FAA administrative orders, program guidelines, technical information, and inspection procedures.

Flight Standards work program plans are developed annually based on national program guidelines. As inspectors accomplish the work programs, their reports are entered into a part of the Aviation Safety Analysis System (**ASAS**), the Work Program Management System (**WPMS**). This automated system records work program accomplishments and compares the accomplishments to the plan. The results of these comparisons, along with quality of work assessments, become part of the supervisory evaluation of inspectors and part of the evaluation of the work program as a whole.

Other parts of **ASAS** document and analyze data on inspection findings that aid in evaluating the status of industry safety. The evaluation of the national work program and the status of industry safety become feedback for adjustments in staffing standards and program objectives. Program management, therefore, begins with the Federal Aviation Act and ends one cycle with an evaluation of both FAA work program effectiveness and industry safety.

Flight Standards Human Resource Management

The human resource management system begins with an assessment of staffing needs which are derived from the evaluation of effectiveness of Flight Standards programs. The staffing needs are reflected in staffing standards.

Staffing standards are the means of determining what Flight Standards staffing and support resources are required to accomplish an effective work program. Staffing standards support budget requests which result in resources being allocated for Flight Standards activities.

After acquiring the resources, the next step in the process is describing the job functions of each employee and determining the grade/classification of the position. Individuals are then hired for a position and trained according to the career development plan to do their assigned jobs. Individuals are evaluated by their supervisor and additional training is recommended based on their deficiencies, career aspirations, and the needs of the agency. The human resource management process, therefore, begins with a determination of need from the evaluation of program effectiveness and ends one cycle with supervisory evaluations to ensure that the employees within Flight Standards meet the goals and objectives of the safety program.

The Flight Standards System is the integration of the Program Management System and the Human Resource Management System to provide quality control of industry safety.

Project SAFE

On February 13, 1984, the ~~Secretary~~ of Transportation announced that the FAA would conduct an ~~indepth~~ review of the entire safety inspection system to determine if the Flight Standards work force was being used as efficiently and effectively as possible in light of the changing aviation environment. The review, entitled Project SAFE (Safety Activity Functional Evaluation) included a forecast of aviation activity under deregulation, the National Air Transportation Inspection (~~NATID~~), the General Aviation Safety Audit (~~GASA~~), and an evaluation of existing regulations, directives, programs, studies, and reports concerning Flight Standards inspection programs.

Airline Economic Deregulation

Today's aviation industry is characterized by a vigorous growth in service and competitive marketing among air carriers. From ~~1978~~ to ~~1984~~, the number of major air carriers grew from 60 to 148 carriers. In addition to the growth in the total number of air carriers, the economic deregulation of the aviation industry in 1978 resulted in a sorting out of those practices and carriers that were the most economically profitable from those that were not. The rapid turnover of new carriers entering the system, then departing and being replaced by new entrants, further complicates the growth picture and adds a new layer of complexity to the Flight Standards mission.

While deregulation and the 1980-81 recession produced economic pressures on the carriers, the safety record over the last 8 years has shown continual improvement ^{1/}. Nevertheless, in 1984 some indicators, such as enforcement actions (See Figure 2) and increased accidents (Figure 3) in some segments of the industry, raised concerns about the overall safety of the industry and FAA's ability to perform in this increasingly sophisticated environment. Central to the management problem is the fact that FAA has had to accomplish its safety regulatory mission with a work force that decreased in size between 1978 and 1984.

Flight Standards Job Task Analysis and Project SAFE

The initial goal of Project SAFE was to review and determine whether or not the current inspector work force was being used as effectively as possible. Initially, Project SAFE was developed as a job task analysis of the aviation safety inspectors. With the participation of over 300 FAA inspectors from the field and headquarters, the Allen Corporation of America, under contract to the Office of Personnel Management, began work in June 1984, to identify and document every major task a safety inspector performs. The objective was to determine a standard of performance, the necessary skills and knowledge required to perform, and

^{1/} The safety statistics for 1985 deviated from the downward trend but 1986 continued the downward trend.

ENFORCEMENT CASES INITIATED

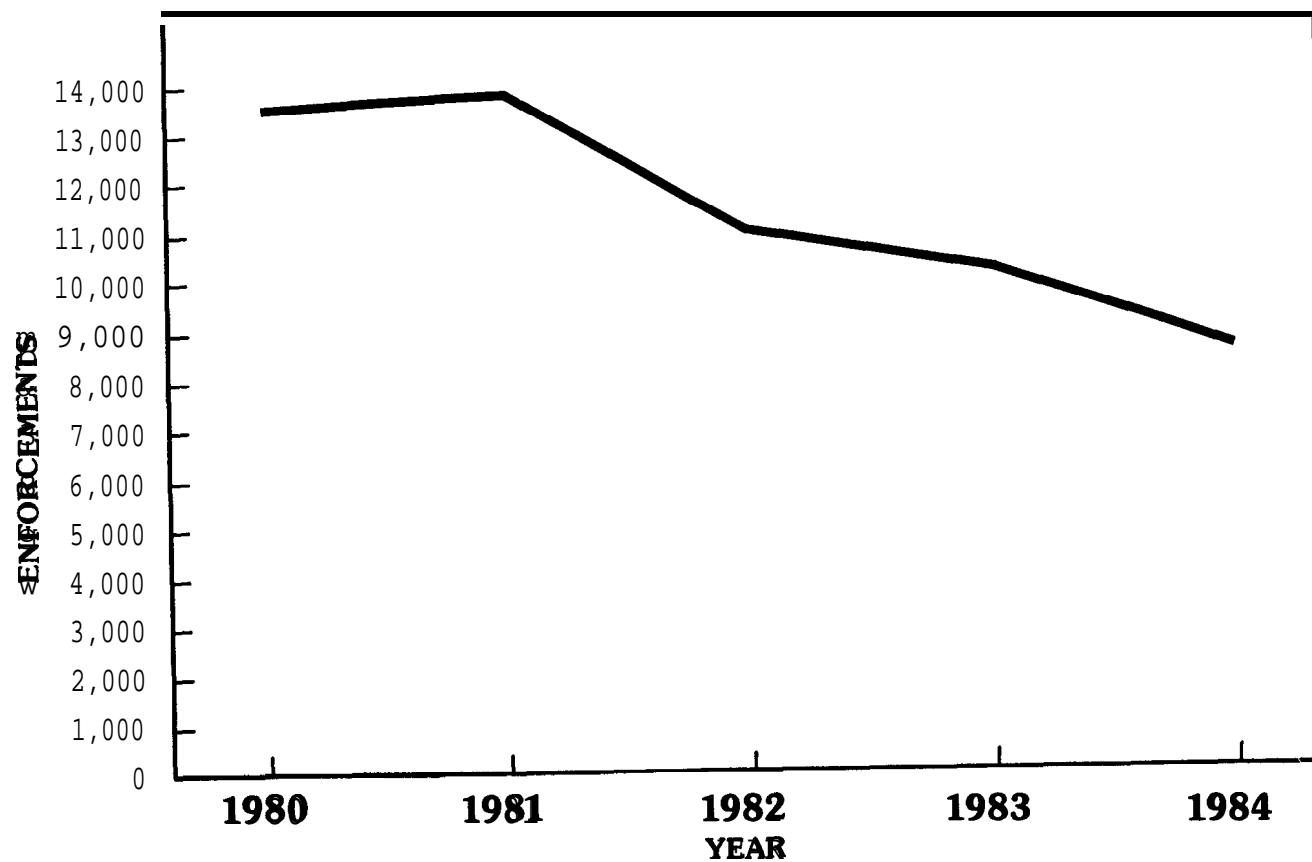


Figure2

AVIATION ACCIDENTS AND FATALITIES BY YEAR

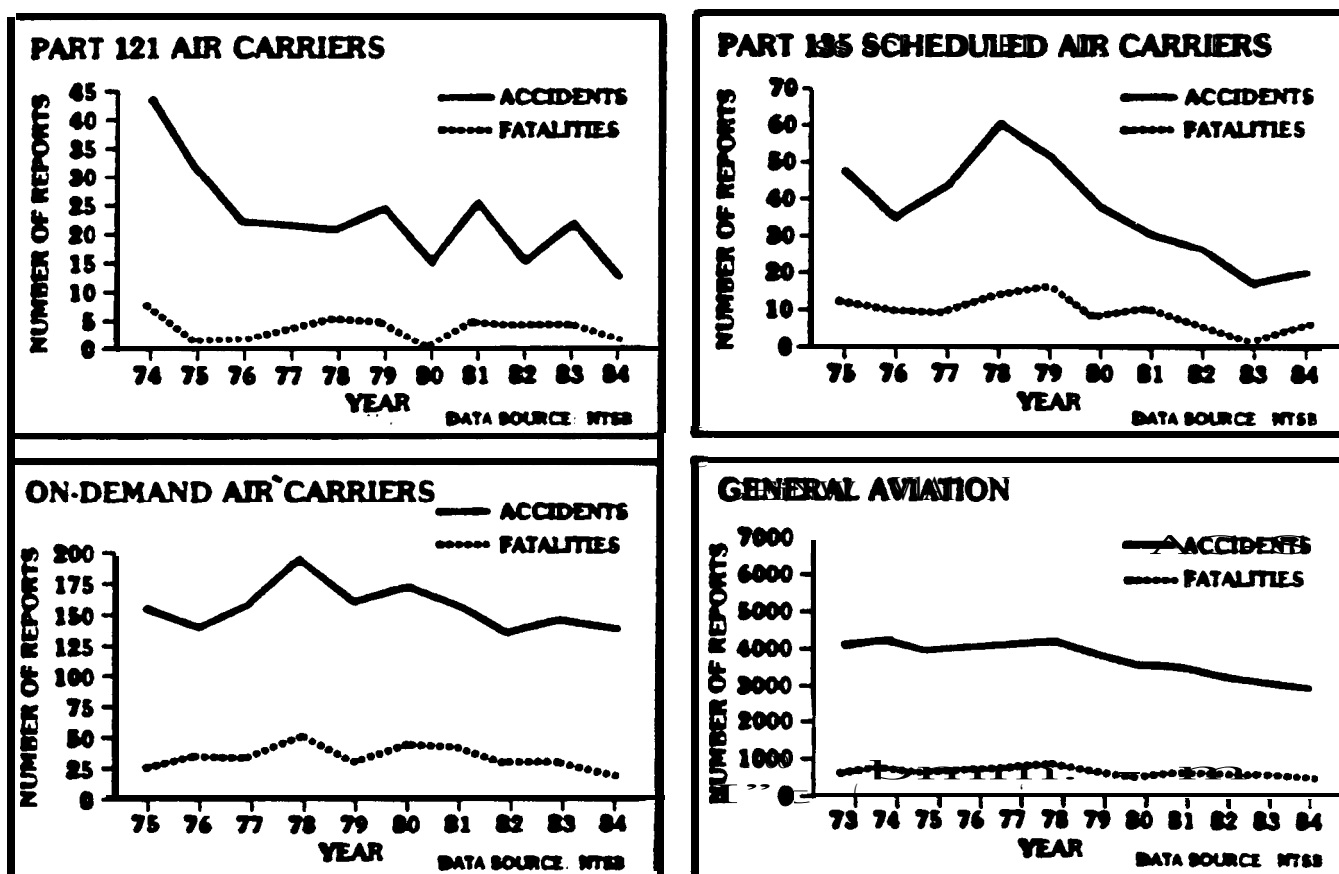


Figure3

ultimately to provide data to redesign training to ensure adequate job performance. Phase I of the study was completed in November 1984 and provided demographic profiles of inspectors, information on experience and training, and a list of tasks performed by inspectors. In November 1984, inspectors selected by FAA participated on subject matter panels to develop consolidated job data sheets. Each job data sheet specifies the precise elements and steps that constitute a particular task, the cues that trigger the task performance, the tools and equipment required to complete the task, the environment in which the task is performed, and the standards of performance. Initially over 300 tasks were identified, but they were consolidated into approximately 230 tasks.

The Allen Corporation reported the following general findings. Their final report was issued in August 1985.

1. ~~Lack of Standardization~~ Most inspectors identified the lack of standardization as a major problem which is seen as preventing uniform interpretation and application of the Federal Aviation Regulations and agency directives.

2. ~~Inadequate FAR's and Handbooks.~~ Inadequate and outdated handbooks and other guidance material, as well as confusing and obsolete FAR's, have contributed to the lack of standardization. Inspectors have assembled and use their own set of guidance materials to help them interpret standards.

3. ~~Inadequate Training~~. The inability of the inspector work force to keep abreast through FAA training of the fast-changing technology, especially in such areas as avionics, directly impacts the credibility of the inspectors and the FAA. Further, the timing and sequencing of training for all inspectors is a serious problem in that there is no standard pattern for who goes to training and when.

4. ~~Insufficient Clerical Aids~~. The lack of clerical help significantly affects the efficiency of the inspector work force. Due to the lack of office support, inspectors spend a portion of their time performing clerical functions.

5. ~~Use of Designees~~. While the use of designees is generally accepted by air carrier inspectors, it has been questioned by the general aviation inspectors due to their lack of control and knowledge about the standards being imposed by designees theoretically under their purview.

6. ~~Geographical Area Concept~~. The concept is not fully working as intended partially due to the lack of staffing to accomplish even those duties the inspector is charged with performing in the specific region.

7. ~~Human Relations Program~~. Eighty percent of the personnel surveyed stated that the human relations program has had little or no impact on them.

In addition to the documentation of tasks and general findings, the panel deliberations produced comments concerning the adequacy and shortcomings of existing FAA orders, handbooks, and procedures. Almost **155** recommendations were developed in areas such as standardization, training, and clerical support. These recommendations and findings, as well as those of the NAT1 and **GASA** inspections, resulted in a broadening of the objectives of Project SAFE to include plans to address all of the elements of the Flight Standards System.

~~National Air Transportation Inspection (NATI)~~

In response to concerns that the recent growth of the air carrier industry has the potential to create safety problems, the Secretary of Transportation, on February **13, 1984**, directed FAA to conduct a nationwide inspection of the air transportation industry. On March 4, **1984**, the Administrator initiated this special **90-day** program to increase inspections of air carriers operating under FAR Part **121** and commuter carriers operating under FAR Part **135**. The National Air Transportation Inspection (**NATI**) programs overall goals were: (1) to assess industry compliance with FAA regulations and policies; (2) to assess the effectiveness of normal FAA surveillance and inspection procedures in the current environment ; and (**3**) to develop a data base for DOT/FAA long-term review of the entire aviation safety inspection program.

During the program, 13,643 intensified inspections were conducted on 327 Part 121 air carriers and Part 135 commuters to determine the general level of compliance of the industry. As a result of this, 43 air carriers were selected for a more **indepth** review because their operations warranted further investigation. In addition, special purpose teams inspected **89** air carriers and support groups in order to survey problem areas that appeared generic in nature, such as contractual training and maintenance, airworthiness programs, carry-on luggage, emergency equipment, etc. The findings of the inspections and report follow.

1. Ninety-five percent of all carriers, including new entrants and established carriers, were in compliance with FAA regulations. Those not in compliance were generally new entrants or carriers undergoing significant changes in the scope of their operations or in their internal management.

2. Since the Airline Deregulation Act of 1978, certain practices among air carriers have changed, such as the degree to which air carriers contract for services. Present regulations have not recently been reviewed and updated to address these practices.

3. Air carriers do not always understand what type and degree of experience is required for their own personnel who are responsible for assuring compliance with safety standards.

4. FAA inspector resources have not kept pace with the demands of the rapidly growing and changing air carrier industry. Emphasis has shifted from inspection to certification.

5. FAA needs more complete and timely information on air carrier operations and on inspection and surveillance management in order to accomplish its mission.

6. Non-standard application of FAA policies occurs because of agency decentralization and rapid changes in air carrier operations. Improved communications are required between headquarters and field offices.

General Aviation Safety Audit (GASA)

On June 20, 1984, the Secretary of Transportation ordered the Federal Aviation Administration to conduct a comprehensive safety audit of the general aviation and the commercial industry. The audit began on June 20, 1984, and continued through December **1985**. This project was not initiated with the intent of solving any particular problem; rather, the audit is being used to identify potential problems.

During the audit, FAA inspectors, in conjunction with their other inspection program activities, inspected ~~6,859~~ elements of general aviation. The FAA concentrated primarily on the following commercial segments of the general aviation community because of the “ripple effect” on safety inherent in their activities: transporting people and cargo for hire (non-air carrier operators of large aircraft and on-demand air taxi air carriers); instructing and examining pilots (certificated and non-certificated pilot schools, flight instructors, and pilot examiners); and maintaining, repairing, and certifying the adequacy of aircraft maintenance and repairs (certificated repair stations, non-certificated maintenance facilities, and mechanics with inspection authorization). Additionally, the audit included aircraft subject to FAA noise regulations and non-air carrier operators of large aircraft with letters of deviation authority.

Analysis of the ~~188,463~~ audit findings produced 27 recommendations. The FAA has already implemented 13 of the recommendations. Most of the recommendations were implemented through the ~~FAA's~~ “Administration of Aviation Standards Activities - Program Guidelines, ” published October 11, 1985. The FAA uses the Program Guidelines to identify specific work functions that Aviation Standards personnel must accomplish to provide appropriate assurances of the soundness and safety of the aviation system. The Program Guidelines are distributed to all FAA Flight Standards field offices. Program Guidelines are considered minimum-required activities that must be accomplished by Flight Standards inspectors.

The FAA also initiated projects toward implementing the remaining 14 recommendations. Some of the remaining recommendations have been implemented through "Action ~~Notices~~, II" which the FAA uses as an interim means of issuing national program direction and procedural guidance. The following is a list of all recommendations, accompanied by an explanation of the ~~FAA's~~ action on each recommendation:

1. PART 125 OPERATORS AND LETTER OF DEVIATION AUTHORITY HOLDERS

A. FAA should inspect Part 125 operators and deviation holders more frequently. It may be prudent to narrow the scope of such inspections to high-priority items, thereby freeing resources for more frequent inspections. The Segment I and Segment V results indicate that appropriate emphasis areas are maintenance facilities, maintenance records, maintenance programs, and aircraft condition.

F A A : On October 11, 1985, FAA published the Program Guidelines for administering aviation standards activities. The Guidelines instruct FAA field personnel to conduct annual inspections of Part 125 operators that concentrate on high-priority items, which include maintenance facilities, maintenance records, maintenance programs, and aircraft condition.

B. FAA should periodically review the status of Part **125** operators and deviation holders to determine their need and eligibility for certification or deviation under the rule.

F A A : The FAA will inspect each Part **125** operating certificate holder and each Part **125** deviation holder at least once each year. The inspections will be conducted by the ~~FAA's~~ Flight Standards District Office responsible for the geographical area where the business office of the deviation holder is located. During each surveillance, FAA will review eligibility for continuing operations under deviation authority.

2. ON-DEMAND AIR TAXI AIR CARRIERS

A. FAA should perform limited inspections of all on-demand air taxis to ensure compliance with FAR Part **135** and to secure surrender of certificates from non-complying or inactive operators.

~~FAA ACTION:~~ ~~FAA's~~ Program Guidelines, published in October ~~11,~~ **1985**, include annual inspections of on-demand air taxis which include certification requirements. These inspections have begun and will be completed during this ~~year's~~ annual work program.

B. Inspections of on-demand air taxi air carriers should focus primarily on training programs, flight and duty time records, passenger ramp operations, and maintenance records, manuals, and programs.

~~FAA ACTION:~~ Program Guidelines, published on October 11, 1985, include annual inspections of on-demand air taxis, which include training programs, flight and duty time records, passenger ramp operations, and maintenance records, manuals, and programs.

- c. FAA should initiate a systematic program that, over several years, would provide for recurrent inspections of all on-demand air taxi operators.

~~FAA ACTION:~~ FAA's Program Guidelines, published on October 11, 1985, include annual inspections of on-demand air taxis.

- D. FAA should review inspection procedures to determine if current methods of inspections are as effective as a team approach might be.

~~FAA ACTION:~~ has initiated the development of criteria for a program of team inspections of Part 121 air carriers. This concept will be expanded to include other air carriers, including on-demand air taxis, after operational experience has been gained with this method of inspection.

3. NOISE-REGULATED AIRCRAFT

The high level of compliance indicates no need for additional special attention to operators of noise-regulated aircraft. Routine FAA surveillance should be sufficient to ensure continued safe operation of these aircraft.

F A A : Routine maintenance surveillance of noise-regulated aircraft is currently required during annual inspections of air carriers and operators. The Program Guidelines will be changed to assure that these airplanes comply with FAA noise standards.

4* CERTIFICATED PILOT SCHOOLS

A. FAA should conduct more frequent inspections, even if limited in scope, to achieve more effective oversight. Emphasis areas should include recordkeeping, review of chief instructor qualifications and a determination that examining authority is being used properly. In addition, inspections should identify whether instructors are presenting lessons consistent with the approved training program.

F A A : The ~~FAA~~'s Program Guidelines will be changed to provide more frequent inspections of certificated pilot schools which will include areas to be emphasized.

B. Propeller and avionics maintenance requirements should be made a priority item in future inspections. In addition, FAA should distribute information about propeller and avionics maintenance requirements, along with other aircraft maintenance issues, to the schools not inspected in ~~GASA~~.

F A A : The FAA issued an "action notice" to emphasize the importance of proper propeller and avionics maintenance, with instructions to handle these items on a priority basis. The Program Guidelines will be changed to include these items.

c. FAA should increase emphasis on monitoring curriculum changes at Part ~~141~~ schools. Inspectors should ensure that Part ~~141~~ schools are aware of procedures to obtain FAA approval prior to changing their curricula.

~~FAA ACTION:~~ FAR ~~141.13~~ requires approval of curriculum changes prior to their use. During inspections and surveillance of Part ~~141~~ schools, FAA will request field offices to emphasize this area.

5. NON-CERTIFICATED PILOT SCHOOLS

A. FAA inspections of schools in this category should emphasize providing effective instruction by reference to practical test standards and ensuring proper propeller and avionics maintenance.

~~FAA ACTION:~~ The FAA issued an action notice emphasizing proper propeller and avionics maintenance. The FAA has initiated the publication of new Practical Test Standards to provide improved and effective instruction.

B. FAA should encourage schools to maintain student records and adhere to industry or school/instructor-developed syllabi,

F A A : During FAA normal surveillances, required by the program guidelines and the Work Program Management System, FAA will encourage non-approved schools to maintain records and adhere to developed syllabi.

c. FAA should communicate the findings of this report to the population of non-certificated pilot schools so that self-corrective action can take place.

F A A : The FAA instructed its regions to communicate the findings of this report to non-certificated pilot schools, and will publish these findings where possible.

6. FLIGHT INSTRUCTORS

A. Many instructors are holding students to a different level of performance than contained in the regulations.

Given that this was observed in more than 56 percent of the instructors evaluated, FAA should provide some review in this area.

F A A : The FAA has initiated the publication of new Practical Test Standards that should resolve this problem.

B. In the biennial recertification of flight instructors, FAA should emphasize standardization and the effects of distracting personal habits on students performance.

F A A : The FAA regions and industry-conducted flight instructor refresher clinics were instructed to emphasize these areas during the recertification of flight instructors.

c. FAA field offices should more actively communicate with the flight instructor population. More than 20 percent of the instructors evaluated did not have effective communication with ~~FAA's~~ Flight Standards district offices. Because of the integral role that flight instructors play in aviation safety, it is apparent that this requires some contact with the most fundamental level of FAA oversight, the field office. While FAA can stress the need for such communication with flight instructors as part of the biennial certification, it is also important for FAA staff to **"reach out"** to assure that they are familiar with all flight instructors.

F A A : The FAA has recognized this problem since the designation of flight instructor pilot examiners and is in the process of re-evaluating ~~FAA's~~ policy of permitting pilot examiners to administer flight instructor certification tests. Consideration is being given to amending or revising current FAA policy to require flight instructor certification

and renewals to be conducted by FAA inspector personnel only. In the meantime, FAA will encourage its Flight Standards' field offices to **"reach out"** to assure that they are more familiar with the total flight instructor population.

D. FAA should review whether it is more prudent to evaluate flight instructors through an examination of pilots that they have trained. This would represent a change in focus from monitoring training inputs (instructors) to monitoring outputs (the performance of pilots trained by instructors).

F A A : The FAA is in the process of defining computer software requirements for an automated system to provide ~~informa-~~tion on the performance of flight instructors. The system, when developed, will permit the FAA to identify airmen recommended by flight instructors and certificated by designated pilot examiners who are involved in accidents, incidents, and enforcement actions within specified timeframes.

7. PILOT EXAMINERS

FAA should evaluate why some examiners are holding applicants to a level of performance different than that required in the appropriate regulations and practical test standards. After this determination is made, FAA should issue appropriate guidance material to the district offices. In addition, this topic should be stressed in the initial examiner job function course which is required for all new designees and at the district office annual meeting for existing designees.

FAA ACTION: The FAA has notified its regional offices to emphasize the necessity for requiring pilot examiners to adhere to FAA-developed standards in the certification of airmen. The new practical test standards will also assist in resolving this issue.

8. REPAIR FACILITIES

A. Certificated Repair Stations

- 1.** The inspections of certificated repair stations indicate that there are a number of problems which may be associated with a lack of frequent FAA surveillance of these facilities. Future inspections should focus on the following items:
 - a. proper referencing of authorized satellite repair facilities in the inspection procedures manual ;
 - b. adequacy and currency of the inspection procedures manual, technical libraries;
 - c. performance of only work for which the station is rated.

FAA ACTION: The National Program Guidelines include attention to certificated repair stations. Those stations that perform complex modifications to aircraft, avionics, and accessories and those involved in contract maintenance are programmed for inspection in FY **87**. In addition, under the new Flight Standards Inspection Plan, 20 turbine engine repair station inspections were conducted in FY **86** with specific emphasis on adequacy and currency of inspection procedures manuals, technical libraries, and adherence to the ratings authorized on their operations specifications.

2. FAA should increase its surveillance of these facilities because of the important role that they play in aviation safety.

F A A : The Program Guidelines, published on October 11, 1985, include annual inspections of certificated repair stations.

B. ~~Non-Certificated Maintenance Facilities~~

1. FAA should require that certificated maintenance personnel working at non-certificated maintenance facilities submit malfunction or defect reports to FAA and to the Part 121 or Part 135 operator for which they performed the work.

F A A : A project has been established to review the service difficulty program. A significant part of the project is a requirement to consider submission of malfunction or defect reports by non-certificated maintenance facilities.

2. In future inspections of non-certificated maintenance facilities, emphasis should be placed on the adequacy and currency of technical libraries.

F A A : ~~FAA's~~ Program Guidelines, published on October 11, 1985, include emphasis areas of adequacy and currency of technical libraries.

9. MECHANICS WITH INSPECTION AUTHORIZATION

A. The ~~GASA~~ inspections evaluated the most active part of the population of mechanics holding inspection authorization (IA). FAA should develop an appropriate inspection strategy for the large number of **IA's** who do not perform a large volume of annual inspections. In fact, only about eight percent (**886**) of the total population (**11,468**) was inspected.

F A A : The Inspection Authorization Program is currently under review. The recommendation for an appropriate inspection strategy for the large number of IA's who do not perform a great number of inspections is included in this review.

B. FAA should require IA's to submit malfunction or defect reports. These reports provide feedback to FAA about the performance of the aircraft fleet.

F A A : A project has been established to review the service difficulty program. Contained in this project is a requirement to consider the submission of malfunction or defect reports by **IA's**.

c. Future inspections of IA's should continue to focus on the availability of current technical information such as FAR's, ~~AD's~~ and manufacturers' manuals, service bulletins, and specifications.

F A A : FAA's Program Guidelines, published on October ~~11~~, **1985**, include emphasis areas of adequacy and currency of technical libraries.

FINDINGS OF PROJECT SAFE:

In general, Project SAFE has shown that since deregulation the environment of the aviation industry has changed dramatically creating the need for the FAA to reassess the Flight Standards System. While hundreds of specific findings and recommendations have emerged from Project SAFE, the following constitute the major areas where improvements to the Flight Standards System can have the greatest effect:

1. ~~Flight Standards field and Headquarters staff should be increased.~~ Field staffing has been deficient for several years. Additional headquarters staff is needed to guide and to evaluate field activities and promote standardization through updating regulations and handbooks.
2. ~~Flight Standards needs an effective evaluation program~~
 The interdependency of all functional elements of the Flight Standards System at all management and field levels is critical. Each of the key elements of the system must be capable of updating on a continuous, real-time basis. Training programs supported by standardized written guidance based on a job task analysis and automated recordkeeping must be built into a management system that is responsive to changes in the operating environment. An assessment of the industry, based on actual inspection data, should be part of the evaluation program, thereby allowing changes in the industry to be integrated into FAA training and inspection programs.

3. ~~Updating applicable Federal Aviation Regulations (FAR's)~~
should receive priority. Expedited action should be taken to adopt regulations that address the current environment and to rescind obsolete regulations.
4. ~~Field Staff need standardized guidance on a timely~~
 basis. This guidance should facilitate uniformity in inspection practices and interpretations of regulations.
5. ~~The automated Aviation Safety Analysis System (ASAS) can~~
increase the productivity of field personnel. Automated systems can provide a real-time national data base effectively eliminating the existing problem of **inter-**regional data sharing. **ASAS** can also provide field personnel with operator inspection and enforcement histories without regard to geographical or FAA administrative boundaries and allow management at all levels to evaluate partial or total program effectiveness and industry safety.
6. ~~Personnel management and training programs should be~~
revise to provide sufficient numbers of highly qualified and trained inspectors to accomplish the Flight Standards mission. The numbers of inspectors and support staff should be predicated on the size and scope of the workload. Applicants for inspector positions should be selected, hired, and trained based on work program needs and their entry level experience.

7 ~~Attention to the problems identified by Project SAFE~~
~~requires strong management oversight~~ to ensure that
 corrective action occurs within a timeframe that is
 compatible with the total program.

~~PROJECT SAFE IMPLEMENTATION PLAN:~~

The first FAA Flight Standards **5-year** plan to guide changes to the Flight Standards System was dated September 20, **1985**. In that plan Flight Standards promised that each April the FAA would solicit comments and recommendations from interested parties inside and outside the agency to improve the plan so that a revision can be published each September. This has been accomplished. The goal is to annually update a plan which will provide a guide for the future of Flight Standards. As Project SAFE progressed, the Offices of Program and Regulations Management, Airworthiness, and Flight Standards began work correcting deficiencies in the Flight Standards System as they were identified. As of September 20, **1985**, the FAA had moved to correct the deficiencies identified by Project SAFE. Completed actions at that time included:

1. Enforcement and other action to ensure that industry corrects problems uncovered during the NAT1 and **GASA** inspections.

2. Developed and issued standards for objectively determining the number of inspectors necessary to monitor the aviation industry (completed January 1985).
3. Redefined and established standards for investigations, certifications, inspections, and enforcement actions (completed August 1985).
4. Evaluated and recommended adjustments in headquarters and field staffing for 1986, 1987, and 1988.
5. Established and set national objectives and priorities for field operations (completed August 1985).
6. Updated FAA's automated system to improve the agency's ability to monitor field operations (completed August 1985).

The Project SAFE Implementation Plan builds on these accomplishments.

The Project SAFE Implementation Plan is a two-phase approach to addressing the problems documented in Project SAFE. Phase I will update each part of the Flight Standards System. This phase will be completed by the end of FY-88. Phase II will more accurately define and automate the system so that by FY-90 the system will continuously evaluate the environment, program management, and industry safety status and identify the need to update

staffing requirements, training programs, regulations, policy, etc. Chapter 3 will describe the future Flight Standards management process which has been defined to address long-term inadequacies in the Flight Standards system. Chapter 4 is the Flight Standards strategic plan to implement the process. It also contains a description of accomplishments achieved during 1986.

F O R E C A S T

Status and Forecast for the Aviation Industry

This chapter provides statistical information about the size of the aviation industry in **1985** and forecasts what the size and composition of the industry will be in **1990**.

By any measure, the United States airspace system is the busiest and the safest in the world. Approximately **320** scheduled operators ~~enplane~~ over 300 million passengers annually. In addition, there are over 200,000 aircraft traversing the nation's airways, and they are becoming more sophisticated and will intensify the use of the controlled airspace and the services FAA provides. Over 3 million people are directly or indirectly involved in the aviation industry. Of these, the FAA has direct oversight responsibility for over 700,000 active pilots and half a million non-pilot airmen. Among these are over 15,000 designated pilot and mechanic examiners who perform safety functions delegated to them by the FAA.

Economic Environment

Generally, historical changes in aviation activity have parallel changes in business activity; however, in addition to business cycles several significant events occurred which have dramatically altered the evolution of aviation. These include airline deregulation followed in succession by large increases in aviation fuel prices, the worst U.S. recession since World War II, and the

air traffic controllers' strike. These events have resulted in structural changes in the aviation industry which have caused irregular growth patterns.

The current economic expansion, which began in **1983**, is comparable to some of the most robust recoveries of the post-war period. This recovery has been characterized by a favorable mix of rising output, declining inflation, and falling fuel prices. The economic scenario utilized in developing the FAA forecast for the aviation industry was provided by the Executive Office of the President, Office of Management and Budget (~~OMB~~). The OMB economic projections call for relatively stable fuel prices. Gross national product, adjusted for price changes, is expected to grow at an annual rate of 3.8 percent through 1990. Inflation, as measured by the consumer price index, is expected to average about **3.5** percent during this time while fuel prices, adjusted for inflation, are expected to decline through **1988** before turning up in **1989** and **1990** averaging a **1.0** percent decline between **1985** and **1990**.

The economic outlook is one of strong growth which will have a strong positive effect on the growth of commercial aviation, but a more moderate effect on the growth of general aviation due to the structural changes taking place in the industry.

Commercial Aviation

Commercial aviation is dominated by the scheduled major, national, large regional, and medium regional airlines. The classification into which an air carrier falls is determined by the level of annual operating revenues generated by the carrier. These categories, as defined by RSPA, are based primarily on economic and statistical reporting considerations which are modified carry-overs from the pre-deregulation environment.

Within the FAA regulatory function, the primary distinction between types of air carriers is based on the size of aircraft operated or the **FAR's** under which the aircraft are certified to operate. Part **121** operators are those air carriers which operate aircraft over **30** seats or have a payload of more than 7,500 pounds. Part **135** operators are those air carriers which operate aircraft with **30** seats or less or a payload of 7,500 pounds or less. Prior to deregulation both classification, economic and aircraft size, corresponded closely with the Part **121** CAB-regulated certificated route air carriers and Part **135** unregulated commuter air carriers.

In the 7 years since deregulation, the composition of the domestic air carrier industry has changed dramatically. The relaxation of restrictions on the size of aircraft operated by commuters has blurred the distinction between the two classes of air carriers, with many large commuter airlines operating both Part **121** and

Part 135 type aircraft. The removal of barriers to entry, in association with aircraft size restrictions, has contributed to the proliferation of new airlines operating a much more varied fleet of aircraft. To underscore the growth of the number of new air carriers certificated since deregulation, these carriers accounted for **18** percent of total domestic passenger enplanements by 1985. However, it is anticipated that the number of air carriers, both Part 121 and 135, will stabilize and decline slightly due to mergers.

Based on the current economic outlook, it is projected that Part **121** air carrier passenger enplanements will increase at an average rate of almost 4 percent while Part **135** commuter ~~enplane-~~ments are expected to increase at an average annual rate of almost 8 percent through **1991**.

General Aviation

Historically, the economic cycle of the general aviation industry has closely paralleled that of the national economy. However, the general aviation industry is undergoing substantial structural changes as indicated by the failure of the industry to respond to the current economic recovery-one of the most robust of the post-war period. These changes indicate that the long-term growth of the active general aviation fleet and activity will be slowing.

For the past 7 years, general aviation shipments have continuously declined from a peak ~~17,811~~ units in ~~1978~~ to 2,032 in ~~1985~~. The contrary movements of production and strong economic growth implies that other variables are outweighing the positive effects of income growth. Analyses and statistical tests on all the available data has yielded the following conclusions:

1. Rapidly rising aircraft prices have significantly reduced the demand for all types of aircraft.
2. Continued high operating costs are depressing the market for single engine piston aircraft and reducing aviation activity.
3. Rising operating costs do not appear to influence the demand for the larger, more sophisticated aircraft.
4. Aircraft prices have been increasing at a faster rate than wage rates. This implies that other factors such as rapidly rising product liability costs and declining productivity are responsible for price increases.
5. The high value of the dollar has significantly reduced foreign sales.
6. Relatively high aircraft prices have reduced foreign sales.
7. Avionics prices have been increasing at a faster rate than aircraft prices.
8. Relatively high aircraft prices and high operating and maintenance costs have reduced the number of student and private pilots.

The declining number of student and private pilots provides further evidence of general aviation's changing characteristics and that structural changes are occurring in the industry. Rapidly rising training costs, aircraft prices, and operating and maintenance costs are partly responsible for this phenomenon. We could also be experiencing a fundamental change in the tastes and preferences of consumers for private flying. In the long term, this could have a far greater impact on general aviation than the real growth of aircraft prices and operating costs. However, this downward trend in pilot populations is expected to turn around in the next few years, but future growth is expected to be s l o w .

Mechanics and Other Air Agencies

While it is projected that the number of certified mechanics will grow over the next 6 years, actual numbers are difficult to obtain since mechanic certification occurs only one time, and the FAA files have not been purged of those who have left the field. The best current estimate is that there are ~~100,000~~ 125,000 mechanics. There is a slight increase forecast in the number of maintenance technician schools, and repair stations are also expected to increase at about a 2.6 percent average annual rate, from ~~4,289~~ in 1985 to ~~5,010~~ in 1991. Pilot schools approved by the FAA under FAR Part ~~141~~ have declined in recent years. The cessation of the Veterans Administration program of assistance for pilot training on September 30, 1981, has been a contributing

factor. However, fixed-base operators employing individual flight instructors and self-employed flight instructors continue to provide pilot training under FAR Part **61**. This latter rule does not require specific FAA approval to conduct pilot training programs or the use of supervisory instructor personnel with specific qualifications.

Assumptions

During the formulation of the plan to improve the Flight Standards System, many premises or assumptions were used to underpin the objectives of the plan. These assumptions, combined with the forecast, present the aviation environment in which the Flight Standards System will operate.

FAA Mission

The safety responsibilities established for the FAA by the Federal Aviation Act will continue to be emphasized and be of keen interest to the public. The mission, goals, and values of the FAA will not fundamentally change, but the FAA ~~will~~ be challenged to keep pace and accomplish its safety objectives in a dynamic environment.

The Economy

Aviation and air transportation will continue to be recognized as significant contributors to the U.S. economy. Aviation activity and demand for FAA services will continue to grow as specified in the forecast, and the agency and industry will operate in a deregulated economic market that is subject to some uncertainties.

Government Climate

There will be continuing emphasis on controlling Federal expenditures, and the FAA activities will be conducted within relatively austere budget constraints. More efficient inspection methods must be developed to better target FAA inspector resources to more effectively discover and correct safety issues developing in the evolving aviation fleet.

Technology

Advances in the development and application of new technology, as well as innovative business practices, will drive the industry to improved productivity and profitability . These technological and operational changes will require careful oversight and more timely response from the FAA inspector work force.

Human Resources

As the environment becomes more complex and expectations for services and productivity from FAA personnel increase, an even greater emphasis must be placed on the individuals who make the safety system work. Enhancement of the training system and access to improved automation and communications, combined with increased staffing of both technical and clerical personnel, will renew the capability and morale of the work force.

FLIGHT STANDARDS MANAGEMENT PROCESS

Introduction

One of the major accomplishments that has been achieved in **1986** was the definition of changes to the Flight Standards organization that are required due to the findings of Project SAFE. These changes include the updating of each part of the Flight Standards system and the creation of a new management process which builds upon and implements the system. It is expected that the major parts of the system will be updated by the end of FY **88** and that the management process will begin operation for FY **89**. Pieces of the process, however, will be in place at the beginning of FY **87**. This chapter will define the process as it will exist; the next chapter will describe the past year's accomplishments and the plan to update the Flight Standards system and fully implement the Flight Standards management process.

Basis of the Process

The job task analysis (**JTA**) which describes each aspect of the work accomplished by Flight Standards employees is the basis for the Flight Standards management process. Flight Standards now has a JTA which describes 227 tasks performed by inspectors. Appendix 2 shows an example of one JTA task (ground an air carrier aircraft) and all of the supplemental documentation associated with it.

The JTA describes the specific actions an inspector would take to accomplish the task, the action determinants, the conditions under which the task would be performed, and the specific guidance which directs the inspector how to perform the task. Each JTA task has been technically and legally reviewed to determine its legal basis and whether it can be delegated or contracted out. In addition to the JTA, the following supplemental documentation concerning the JTA has been developed:

1. A logic diagram which depicts the decision and action process for each task.
2. Terminal learning objectives for each task to include recommended instructional setting and training development remarks.
3. Entry level knowledges, skills, and abilities **(KSA)**.
4. Recommended sequence of each JTA task as part of the training structure.
5. Test items and testing standard for training of each task.

This comprehensive documentation of each task performed by Flight Standards inspectors forms the basis for each part of

the Flight Standards management process. This is important because the management process of the Flight Standards organization is thereby directly linked to the work of the aviation safety inspectors.

Managing the Flight Standards System

The Flight Standards management process is the way the Flight Standards system will be managed and implemented. As described in Chapter 1, the plan to implement the Flight Standards system is, first, to update each part of the system and then to automate the system. The JTA is the common thread which links the system together. It will allow the system to be automated in the future and is the key to effectively managing the system. This can be seen through the following description of how the JTA is used in each part of the Flight Standards system:

1. Regulations – The regulations form the legal basis for the tasks identified in the JTA. The JTA is related to regulations through directives which form the policy for implementing the regulations.
2. Directives – The JTA includes handbook references. Since handbooks are the standards from which **JTA's** are developed, future handbooks will be consistent with the JTA in format and definition.

3. Work Program - The JTA tasks are the items comprising the work program guidelines and the data ~~descriptions~~ used in the work program management system (WPMS). The Job Task Analysis, therefore, becomes the standard terms to define the national work program and track accomplishments of that program in the WPMS computer system.
4. Staffing Standards - The JTA task titles are the items comprising the staffing standards. The standards, therefore, list each JTA task and have an associated frequency which shows how often that task should be performed for each part of the aviation environment, the number of environmental units which exist, and a ~~workrate~~ standards from which a computation of the total staffing requirements to perform that task can be derived (remembering that each task is a legal requirement).
5. Budget - The staffing standards which are based on the JTA, are the objective determination of staffing and, therefore, training and travel needs for budget requests.
6. Resources - Based on the results of the budget process actual staffing resources are distributed to the regions and district offices by passing

them back through the staffing standard screen. If funded staffing does not match the staffing standard requirements, the frequency of inspections must be adjusted to yield a balance between staffing and workload. The staffing standard, therefore, drives national policy decisions of prioritizing the work program for each JTA task and will distribute staff to locations where the environment contains aviation activity involving such work.

7. Position Description - Each position description will contain the list of JTA tasks for which the individual assigned is responsible.
8. Hiring - The selection criteria for new hires will be developed from the ~~KSAs~~ associated with each JTA task contained in the position description for entry level jobs.
9. Career Development - Career development is comprised of developing knowledges, skills, and abilities beyond those currently possessed in order to qualify for a position which contains different or more complex JTA tasks or responsibilities.

10. Training - Training will be developed for each position based on the terminal learning objectives associated with each JTA task contained in the position description.
11. Supervisory Evaluation - Each position description will have an associated national performance standard. The core of the performance standard will be a supervisory assessment of performance of the assigned JTA tasks.
12. Evaluation Program - Since all pieces of the Flight Standards system are defined in terms of the JTA, the evaluation program will be able to relate an indentified problem to other parts of the Flight Standards system to ensure that the problem is corrected in the system as a whole (e.g., training, guidance, etc.).

Managing the Flight Standards system, therefore, requires a management process that sees day-to-day operation in terms of operating within an integrated, standardized national system based on the JTA and sees organizational change in terms of validation and modification of the JTA.

Flight Standards Management Process

As the JTA is the basic building block of the Flight Standards System, the district office is the basic unit for implementing the system and the beginning of the new Flight Standards management process. The process for managing district offices will be echoed and supported at regional and national levels. The keys to the process are consistency within (throughout) the Flight Standards system, standardization of process throughout the country, flexibility in application of the process to match the aviation environment, and accountability of supervisory and management personnel.

District Offices

The Flight Standards management process in the district office begins with a list of nationally imposed requirements. These requirements will result in standardization among offices in the areas covered by the requirements, but will allow district offices and regions considerable flexibility to organize and administer the Flight Standards program. The following are the requirements which will be imposed on district offices in the future:

1. All offices will be called Flight Standards District Offices (~~FSDOW~~) and will be assigned a geographic responsibility.

2. The FSDO organization structure will be determined by office/region management based on:

- A. The aviation environment within the office's geographic responsibility.
- B. The size of the office staff based on the aviation environment and the staffing standard.
- C. Standard position descriptions developed nationally.
- D. National guidance concerning each position description (e.g., Aircrew Program Managers shall report to supervisory principal inspectors).

3. The size of the office staff will be determined by the staffing standards with inspection frequencies adjusted to reflect actual national staffing levels ~~+/-15%~~ per regional discretion.

4. Each individual in the district office will

receive a standardized national position description which contains the following:

- A. A description of the authorities/responsibilities, supervision received, and other duties unique to the field office to which assigned.
- B. A list of JTA tasks associated with the position occupied.
- c. A complexity form on which the individual's supervisor will stipulate the specific operators, agencies, and aircraft assigned.
- D. Qualification requirements to include the knowledges, skills, and abilities necessary to apply for the position. These qualification requirements will form the basis for merit promotion announcements, be the baseline for the development of training for the position, foster Flight Standards policy concerning career development, and allow individuals aspiring to any position within the Flight Standards system to see what

additional training and experience
they need to qualify for the position.

An example of a new position description can be seen in
Appendix 3.

5. Announcements and bids for positions will contain selection criteria which consider the knowledge, skills, and abilities associated with the job tasks contained in the associated position description.
6. National performance standards will be developed for each position. District offices will have the authority to supplement national standards with those that are unique to the aviation environment in which a position's duties and responsibilities are performed. Supervisors will be required to advise each employee at the beginning of the appraisal year about the standards upon which their performance will be judged. During the rating year, supervisors will be required to observe their employees' performance at least on two occasions. Additionally, supervisors will be required to conduct at least one progress review so that improvements in performance and/or required training occurs as soon as possible after deficiencies are identified.

7. Training for each position description will be developed to include JTA tasks, individual responsibilities, authorities and interpersonal skill requirements. Initial and some form of recurrent training will be required for each position. After FY 88 there will be no routine provision for waivers from job-related training.
8. At least one accident prevention specialist will be assigned to each district office.

Accompanying these requirements is a menu of standard position descriptions from which district office organizations will be constructed.

This menu is as follows:

FLIGHT STANDARDS POSITION DESCRIPTION MENU

FLIGHT STANDARDS DISTRICT OFFICES

TITLE

OFFICE MANAGER

ASSISTANT OFFICE MANAGER

UNIT SUPERVISOR-AIRWORTHINESS

UNIT SUPERVISOR-OPERATIONS

UNIT SUPERVISOR-(OPERATOR/FUNCTION)

ACCIDENT PREVENTION SPECIALIST

SUPERVISORY GEOGRAPHIC ~~AW/MX/OPS~~ INSPECTOR

GEOGRAPHIC ~~AW/MX/OPS~~ INSPECTOR

ASSISTANT GEOGRAPHIC INSPECTOR ~~AW/MX/OPS~~

AIRCREW PROGRAM MANAGER

PART ~~121~~ SUPERVISORY PRINCIPAL ~~AW/MX/OPS~~ INSPECTOR

PART **135** SUPERVISORY PRINCIPAL ~~AW/MX/OPS~~ INSPECTOR

PART ~~121/135~~ SUPERVISORY PRINCIPAL ~~AW/MX/OPS~~ INSPECTOR

GENERAL AVIATION/PART **135** SUPERVISORY PRINCIPAL ~~AW/MX/OPS~~
INSPECTOR

(SAME SPECIALTIES AS ABOVE) PRINCIPAL ~~AW/MX/OPS~~ INSPECTOR

(SAME SPECIALTIES AS ABOVE) ASSISTANT PRINCIPAL ~~AW/MS/OPS~~
INSPECTOR

PART ~~121~~ AIR CARRIER ~~AW/MX/OPS~~ INSPECTOR

PART **135** AIR CARRIER ~~AW/MX/OPS~~ INSPECTOR

GENERAL AVIATION ~~AW/MX/OPS~~ INSPECTOR

There are three significant improvements in this menu over existing position descriptions. The first is a new entry level position for scheduled Part **135** Air Carrier Inspectors. This is in response to findings in Project SAFE which showed the need for inspectors qualified and experienced in Part **135** commuter operations. A second innovation is supervisory principal inspectors. These positions recognize the need for some principal inspectors to have a staff reporting directly to them to ensure the effective regulation of the primarily large, complex **121** and/or **135** operators. The third innovation is the concept of a geographic inspector. This position will resolve a long standing problem of developing and administering the geographic surveillance program in a district office. It is envisioned that this position will have the following characteristics:

1. Airworthiness and Operations specialties.
2. FSDO geographic surveillance program responsibility.
3. FAR Parts ~~121/129/135~~ responsibilities.
4. JTA Tasks to include inspection, investigation and certification on behalf of the Certificate Management Principal Inspector.
5. Focal Point for office communication with Certificate Management Principal Inspectors in 'other offices/regions.

District offices of the future, therefore, will be transformed into organizations to effectively oversee an air carrier industry that has consolidated into large "mega carriers" while maintaining an organization sensitive to the needs of the general aviation community. In affected offices, supervisory principal inspectors with staffs with the right mix of specialties will manage air carrier certificates while supervisory geographic inspectors will manage staffs to oversee activities within the office's jurisdiction on behalf of certificate management principals in other offices. In offices where certificate management staffs are large, unit supervisors will be appointed to oversee supervisory maintenance, avionics, and operations principals for a given airline to ensure standardization and continuous management oversight.

Having complied with the preceding requirements, the region has the flexibility to place, organize, and staff district offices in a way that is most efficient and effective for the aviation environment they regulate. The requirements ensure that staffing, position descriptions, training, and other parts of the Flight Standards system are standardized nationally. Accountability of supervisory and management personnel is achieved through regional and national evaluation programs designed to assure compliance with national directives.

Regional Offices

Regional Flight Standards Divisions will continue to be responsible for administering national Flight Standards programs within their jurisdiction. Their technical role will shift, however, from interpreters of national policy to contributors to and evaluators and enforcers of national policy. Washington headquarters will increase its role of interpreting national policy for regions and field offices with regard to technical issues. Each region will organize their regional staff to establish an evaluation staff(s) responsible for assessing field offices, conducting regional special emphasis inspections of industry, and assisting the National Inspection Program.

Headquarters

Washington headquarters will continue to be responsible for national policy. In the future, they will increase their responsibilities in two areas; responding to technical inquiries from region and field offices as described above, and keeping the Flight Standards system up-to-date. Responsibility for keeping the system up-to-date rests with the headquarters program divisions. Responsibility for monitoring the system rests with the program analysis staff. The following are the steps which will make the

system dynamic and up-to-date:

1. Automating the JTA and the major parts of the Flight Standards system.
2. Establishing procedures whereby a simple impact statement is developed for each proposed change to a part of the system (e.g., handbook change). This will become part of the consideration to make the change and will become the documentation necessary to update other parts of the system (i.e., training) as appropriate.
3. Establishing a calendar to review and update the JTA and system parts.
4. Including a review of regional implementation of the system as part of the National Evaluation Program.

In summary, the Flight Standards management process corrects the ongoing problems identified by Project SAFE. It does this by initiating organizational changes and procedures which implement and facilitate the Flight Standards system.

FLIGHT STANDARDS STRATEGIC PLAN

Introduction

With the publication of the first Project SAFE report on September 20, 1985, Project SAFE transitioned from a study of the Flight Standards inspection program to an action plan to correct the problems identified in the study. This chapter describes the objective of each part of the plan, the accomplishments achieved implementing the plan during 1986, and future plans for resolving the problems identified in Project SAFE.

Actions taken began with establishing a matrix organization to integrate the various pieces of the project and effect the actions necessary to achieve results. Fourteen teams consisting of Flight Standards technical personnel and staff specialists from other disciplines were formed to address the problems within a given area in the Flight Standards system. In addition, an oversight group has been formed which is comprised of headquarters and field division managers who act as a steering committee and decisionmaking body. Quarterly briefings for the Director and Associate Administrator also have been established to ensure top-level management oversight. These various groups comprise the organizational structure for the accomplishment of the Project SAFE program effort.

A computerized project management system has been developed to manage the project. Each project team identified the major activities they would have to accomplish to resolve the problems identified by Project SAFE. These activities and pertinent information concerning the activities such as the expected work time, office responsible, relationship to other activities, etc., were programmed into the system. This computerized system facilitates project identification, tracking, communication, and updating. The computer-generated bar graph and associated reports produced by the system have become the dynamic up-to-date description of the Flight Standards strategic plan.

Appendix 4 contains the December 31, 1986, Project SAFE computerized bar chart. It shows each of the project teams, the activities of the teams, and the status of each activity as of that date. The **number** is the team identifier (first two digits) and the activity number; the **code** designates the office of primary responsibility to complete the given activity; **CW** indicates a completed activity; **PI** indicates activity in progress; **AS** indicates an activity schedule; and **CP** indicates an activity on the critical path to complete the project. This bar graph is updated monthly and distributed throughout the Flight Standards organization to reflect current decisions as the plan progresses, to coordinate team activities, and to inform field management.

The Flight Standards planning effort is a continuous process. As problems occur or insights show that the plan should be modified, the computer data is amended to reflect the most current ~~infor-~~ma tion. This dynamic process is punctuated by quarterly Flight Standards division managers meetings, a request for input from industry and other Governmental groups in April, quarterly reports to Congress, an annual headquarters planning retreat every August, and the publication of an updated strategic plan at the beginning of each year. Appendix 5 contains the FY 88 budget required to keep Project SAFE activities on schedule. This budget represents the strong commitment of the FAA to revamp its safety inspection program.

Having described the project management organization and management system, the remainder of this chapter will discuss the objectives, accomplishments, and plans in each of the project team areas. These pieces of the project, when integrated through the project ~~mana~~gement sy stem, become the strategic plan for Flight Standards. The plan is divided into two major areas, program management and human resource management. Each relate to one of the major sub-systems which comprise the Flight Standards system.

Program Management

Two of the ~~FAA's~~ most important statutory responsibilities are to promote safety and to provide for the safe use of airspace.

Flight Standards does this through program management. In pursuing the goal of promoting and maintaining safety, the following policies apply :

Flight Standards will maintain an aggressive action-oriented attitude toward aviation safety. Flight Standards will identify and implement those safety improvements necessary to achieve and sustain the high level of safety mandated by the Federal Aviation Act.

Flight Standards will recognize and take into account both the private rights and public obligations of the various segments of the aviation industry in the development of safety standards.

Flight Standards will pursue a regulatory policy that recognizes the obligation of the air carrier to maintain the highest possible degree of safety. Federal regulations will exist to the extent necessary to attain this goal in the most economical and efficient manner to the Government and the carrier.

Flight Standards will inform the aviation community about regulations, safety standards, and safety practices through the dissemination of information relating to air safety.

Flight Standards will provide a strong and consistent enforcement program and will thoroughly and expeditiously investigate all reported violations.

Flight Standards has a strong interest in promoting aviation safety internationally and will actively work to encourage the use and adoption of aviation standards that will maintain and improve the current level of aviation safety.

Flight Standards Program Management is the system that ensures that the industry is meeting its safety responsibilities. It is a complex system defined by the regulations and directives which direct inspectors and their work programs. The work programs include over 227 distinct inspector tasks. The findings of ~~NATII~~, **GASA**, and the Job Task Analysis all point to the need to change the Program Management System. The following major areas of the program have been identified for change.

Forecast

Objective: To keep Flight Standards attuned to changes in the industry that will impact FAA programs and provide time for making system changes.

Status: A forecast of the aviation environment has been made upon which assumptions can be based to update the Flight Standards System. The forecast and assumptions are contained in Chapter 2 of this report. This forecast will be updated annually or when significant changes take place in the environment. Forecasts will keep Flight Standards attuned to changes in the industry that will impact FAA programs and provide time for making system changes.

Plan: To continue to work with the Office of Aviation Safety, Office of Aviation Policy, and the Transportation Safety Center to develop better forecasting techniques. These techniques include using industry data to more accurately forecast Flight Standards staffing, training and regulatory requirements.

~~JTA Recommendations~~

O b j e c t i v e: To address the **155** recommendations which were raised as the JTA was being developed.

~~**Status:**~~ This activity was completed ahead of schedule. The status of recommendations will be reviewed during the third quarter of FY **87**.

Plan: To track the status of the recommendations and update the status report by June **1987**.

Regulations

O b j e c t i v e: To review the findings of Project SAFE and develop proposals for regulatory change.

Status: Several recommendations for amendments to the Federal Aviation Regulations were generated from the work of the FAA specialists associated with the OPM contractor who developed the JTA. The computer program plan has been adjusted to show

our decision to delay an extensive regulatory review until completion of handbooks and other major Project SAFE activities. Existing priority and routine regulatory actions continue, but regulatory review would delay and greatly complicate existing efforts to update the Flight Standards* system. Once the system is in place, it will be flexible enough to adapt to major regulatory change. Current on-going regulatory projects address the critical regulatory issues that should not be an adjunct of the handbook process.

Plan: To continue development of existing regulatory projects including the new Part **119** concerning Air Carrier certification requirements. Once the handbook project is complete, additional Flight Standards resources will be directed to revamping the regulations to include recommendations from the JTA review and an **indepth** look at FAR ~~121/135~~.

Handbooks

Objective: To simplify, expand, update, and automate the technical guidance for Flight Standards' inspectors in order to standardize Flight Standards' safety and regulatory programs.

Status: Teams have been working full time developing the **30** volumes of material that will comprise the new handbooks. To date, nearly a thousand pages of draft material have been developed and are in initial coordination. The original plan was to complete each handbook volume in sequence; however, due to the interrelated nature of the subject matter, we have found that portions of several volumes dealing with a certain subject need to be developed simultaneously. This results in lengthening the time to develop each volume in its entirety. We have also discovered that the magnitude of the effort is much greater than originally estimated. Because of the key role that the handbooks play in other elements of the Project SAFE plan, handbook timing has a ripple effect on the timing of other parts of the plan.

Teams have identified the portions of the new handbooks which will be published the end of April **1987**. This material is now in review within FAA headquarters' staff and will be distributed to FAA regions, industry, and other interested parties for comment in February. Hundreds of pages of guidance material, including most all of Volume II (Organizational Certification) and portions of Volume III (Organization Technical Administration) in each of the three handbooks will be the first sections to be published. Due to the scope of the change in wording in this guidance material and the need to give time for inspectors and industry to identify problems and adjust, we plan to publish the sections in April 1987, but allow until September **1988** for full implementation.

Handbook publication will be accomplished under a unique agreement between the FAA Office of Management Systems and the Government Printing Office (GPO) resulting in a timely, more professional document. Arrangements are also being made for GPO to sell the books and an update service to parties interested in acquiring handbook information.

Plan: To complete and implement the handbooks as soon as possible. ~~"Handbook Validation Begins"~~ (88981), ~~"Publish Handbooks Complete"~~ (89000), and "Handbook Implementation **Plan**" (14800) have been established to reflect our decision to validate and publish portions of the handbooks as soon as they are available. Publishing the handbooks in about 6-month increments will ease coordination, training, ~~impl~~ementation, and will ease the significant change to the organization brought about by the new handbooks.

Standard Certificate Numbers and Office Identification

Objective: To standardize Flight Standards District Office and air carrier operating certificate numbers in order to facilitate automation.

Status: An order concerning office identification is in final regional coordination. A standard certificate numbering system has been developed and will be implemented in conjunction with the automation of operations specifications.

Plan: To complete this project prior to completion of the automation of operations specifications.

Program Guidelines

Objective: To define the national work program priorities and establish a national work program which ensures a systematic sampling of industry activity.

Status: A Work Program Guideline Order for FY 87 has been published. It updates work definitions in standard JTA terminology, puts greater emphasis on general aviation activities, and provides guidance to assist district office managers in focusing on the development of local work programs in areas of highest productivity.

Plan: To update the order each year and develop an automated feedback system which will make it possible to rapidly update program guidelines to reflect ongoing safety findings.

Work Program Management System (WPMS)/ Aviation Safety Analysis System (ASAS)

Objective: To automate the Flight Standards work force.

Status: The WPMS software has been amended to use the JTA as its standard. The change became effective in October 1986 and will simplify data entry as well as support the staffing standards, management of work program guidelines and the evaluation program. A test of an electronic mail system to improve Washington/regional communications was completed unsatisfactorily. A different system has been procured and will be tested in the Southwest region and other selected offices beginning January 1. Operations specifications automation is on schedule. The program has been developed and is being tested. Guidance material is being developed and is being developed for the handbooks and field tests are scheduled to begin in June 1987.

Flight Standards will be transitioning from the office-based Burroughs computer system currently in each district office to IBM compatible equipment which will be part of a national data system. Eighty five IBM compatible machines have been delivered throughout the AVS complex. An estimated 400 additional units will be delivered in the summer of 1987. A major buy of 1500 machines for FY 88-90 is underway. Funds to begin the long-term plan to transition from Burroughs to a national data base network have been requested in FY 88. The current problem in implementing a national data base is in acquiring adequate host computer support. Work on developing software for the national data bases continues on schedule.

Plan: To automate air carrier operations specifications and vital

data bases in that order of priority; to implement an electronic mail system to aid Flight Standards communication; and to develop enhancements to the WPMS system to further facilitate inspection program management and national oversight. We are also beginning to plan for the automation of the Flight Standards System.

This plan will set the automation standards for the deliverables in other parts of Project SAFE so that the system can be easily automated. Automation of the system will help management ensure that the system stays integrated and up-to-date.

Evaluation Program

Objective: To establish a national program to evaluate Flight Standards effectiveness and efficiency and industry safety in order to focus attention on areas where improvements are necessary.

Status: A National Evaluation Staff has been hired, a directive establishing the regional evaluation program has been drafted, and the first evaluation is scheduled for the second quarter of FY 87. A National Safety Inspection Program Order has also been drafted. Eighteen airlines and 19 turbojet repair station inspections were conducted in 1986. In addition, the inspection of TWA is being completed. The list of national inspections for 1987 has been developed. Air carriers, repair stations, and flight training schools have been identified for inspection. An

inspection schedule is being finalized. A liaison with the Air Force is now in place to coordinate oversight efforts for military charter flights.

Plan: To begin implementation of the national evaluation staff in FY 87 to include publication of a national evaluation program order, the accomplishment of a 1987 national safety inspection program, and beginning the program to evaluate regional Flight Standards programs. Future plans include annual updates of work program guidelines, studying best proxy performance indicators for assessing program effectiveness, and improving industry forecasting techniques.

Human Resource Management

The FAA's most important resource is its people. The central element of the Project SAFE Strategic Plan is the inspector and support staff. The Plan is organized around the inspector and the support staff and strive to improve the climate in which they work. Hundreds of inspectors at all levels have been directly involved in defining and implementing the strategic planning effort through their participation in the Job Task Analysis and in serving on teams to develop each of the activities identified in the Plan.

The ultimate objective of the Flight Standards Human Resource Management portion of the Plan is to achieve and maintain excellence in productivity, competence, and human relations through the development and effective use of managers and employees. There are several fundamentals upon which the Plan has been built. They include:

Establishing and maintaining effective relationships among employees between employees and management.

Maintaining a strong communications network throughout the organization so that all employees are apprised of pertinent information in a timely fashion.

Operating in a cooperative and collaborative manner across all organizational lines.

The Flight Standards Human Resource Management philosophy also includes the objective of promoting equal opportunity in an affirmative manner. Continuing efforts will be made to encourage and increase the participation of minorities and women in the work force and through contracts and other funded projects.

The Human Resource Management System is the system to ensure that there are a sufficient number of trained inspectors, managers, and support staff to accomplish Flight Standards work programs. Since deregulation the growth in the aviation environment has not been paralleled by an equivalent increase in the number of FAA

personnel devoted to the inspection, certification, and surveillance of the air carriers and general aviation activities. Instead, Flight Standards staffing in the field had declined by 9 percent and headquarters' staffing was reduced by 27 percent between 1978 and 1984. Due to the Secretary's initiative, the air carrier field inspector staffing was increased by 166 positions in 1984 - 1985 and 200 in 1986.

One recommendation from Project SAFE was the development of new aviation safety inspector staffing standards applying task and time data developed during the job task analysis. New national work program guidelines were also to be reflected in the new staffing standards. In response to this recommendation the Office of Management Systems developed a new staffing standard based on the existing job task analysis to identify staffing requirements to cover the aviation safety inspection functions. Application of that standard to the present work environment reveals a requirement for approximately 1100 safety inspectors over and above the number presently authorized to perform the required certification, inspection, surveillance, and enforcement functions. Applying current ratios of technical to support staff indicates that 352 personnel would be needed to support the new technical/inspector work force.

The following table shows the current staffing proposal to fully staff the Flight Standards organization. Out-year requests will be adjusted as the staffing standard is defined.

<u>YEAR</u>	<u>INSPECTOR</u>	<u>SUPPORT</u>	<u>TOTAL</u>
FY-88	250	50	300
FY -89	300	100	400
FY- 90	300	100	400
FY -91	250	102	352
TOTAL	1100	352	1452

Aside from the need for more Flight Standards personnel, Project SAFE has identified human resource management areas where efficiency and effectiveness of aviation safety inspector performance can be enhanced.

Analysis of Function

Objective: To define the major changes in the Flight Standards organization that were necessary as a result of the findings of Project SAFE. Issues such as the geographic concept, responsibilities of the principal inspector, office organization, and the role of the regions and headquarters were addressed.

~~Status~~ The manner in which the certification, inspection, and surveillance functions must be accomplished by the aviation safety inspectors has been significantly impacted by the major changes in the aviation industry since deregulation in 1979. The phenomenal growth in commuter and air taxi operators, and the rapidity with which carriers may enter the market, and change routes and fleet composition, coupled with the extensive external contracting of maintenance functions have brought about significant changes in the functions and responsibilities of Flight Standards field offices. Changes have occurred in the experience, ~~qualifi-~~cations, and training required of the inspector personnel assigned to those field offices. The conceptual framework for the FY 89 Flight Standards organization is now essentially set and guiding the development of other parts of Project SAFE. Chapter three of this report is the result of this effort.

The analysis of function project as originally envisioned is complete. This project has ~~been~~ amended to include activities to develop job task analysis (**JTAs**) for Flight Standards' employees not currently covered by the inspector **JTAs**. The agency has contracted and work has begun on a JTA for Aircraft Evaluation Group (**AEG**) members. AEG members are responsible for ensuring operating rules are considered during aircraft certification. A procurement request has also been submitted to develop a JTA and staffing standard for field office clerical and administrative staff. These activities should begin by April 1987. The Office of Management Systems has also begun an internal effort to document

functions of regional staff in order to develop a staffing material which can be used similar to a JTA for technical staff.

Plan: To achieve the changes described in chapter three is shown on the computer project management report in Appendix 4 as expanded in the remainder of this chapter. This detailed part of the plan contains the list and status of Project Safe activities as of the end of FY 86 and the plan up to the end of FY 88. These activities constitute the plan to update the Flight Standards System. FY 89 will be the first year that the Flight Standards System is expected to be fully operational. We, therefore, expect that FY 89 - 91 will be a time of validation, correction, and further automation.

Position Management

Objective: To standardize the human resource management system by revamping the position description, classification, career development, and performance evaluation aspects of the system.

Status: Accomplishments include consolidation of the baseline documentation for all existing position descriptions (PD's) and matching of the job task analysis (JTA) information to the PD's. To begin development of the new Human Resource Management System for Flight Standards, a Principal Inspector Test Program (Activity 15000) has been initiated. This test program focuses on one type of position, the principal inspector (PI), and uses that position

to define and develop all aspects of the Human Resource Management System. Addressing all aspects of the system early in the process has been beneficial to developing standardized approaches to personnel issues. Many of the difficult decisions concerning content, format, and procedure have been made which will facilitate the final accomplishment of the system as a whole. Within that program a position description menu has been finalized which contains a list of all the standardized position descriptions which will constitute the inspection program of the future. In January the Office of Human Resource Planning and Evaluation will begin development of complexity weighting factors for use in classifying inspector positions and inspector workload analysis.

Plan: To continue to use the Principal Inspector Test Program to define and develop the remaining pieces of the Human Resource Management System. As parts of the system are defined such as in the case of the Flight Standards position menu and position description format, the remainder of that part (e.g., other position descriptions) will be developed. As the system reaches full development, a human resource management handbook will be developed to explain the system, guide and ~~direct~~ **Flight** Standards management and be a reference for Flight Standards employees. This handbook is scheduled for development in FY 88.

Inspector Selection Process

Objective: To develop a new recruitment screening process to ensure that only highly qualified candidates become Flight Standards inspectors.

Status: The existing selection process has been fully reviewed. In conjunction with our contractor we have outlined a plan for an integrated selection process. It involves three phases: **(1)** register information, **(2)** selection and provisional hiring, **(3)** pre-retention evaluation.

The register formation phase is being headed by specialists from our special examining unit in Oklahoma City. They have begun work on revising the new-hire announcement and are reviewing the process FAA uses to screen applications as a result of the announcement. Selection and provisional hiring consists of interview guides, practical tests, and a system to rerank candidates if a candidate is not selected as a result of an interview. The contractor is beginning work on extracting information from the **JTAs** to be used to define what should be contained in interview guides. Work on screening tests continues. The pre-retention evaluation phase will be part of initial indoctrination training for inspectors. The position management team will begin this activity when they define the entry-level position descriptions.

~~Plan:~~ To develop the screening instruments based on the JTA for entry-level positions and inspector personality and qualification requirements. This will be followed by the development of a new announcement, classification guide, interview guide, and initial indoctrination screening to complete the new hire selection system. Initial screening will include a flight check for operations inspector candidates and more stringent proof of qualification for airworthiness inspector candidates. Resident training will become a prerequisite for job selection and will include pass-fail criteria to ensure that inspectors are fully qualified and trained prior to exercising inspector authorities.

Staffing Standards

Objective: To develop an accurate, objective staffing standard which can be used to support staffing budget requests, to allocate staffing to regions, and to adjust Flight Standards work programs to reflect staffing authorizations.

Status: A new staffing standard was developed this past year and was applied in the development of the FY 88 budget. The new staffing standard is based on the JTA which is the standard description of Flight Standards work. Work has already begun in refining and validating the new standard. High time portions of the standard have been identified. Field offices will be requested to log actual work times into the Work Program Management System

(WPM&S). This data will be analyzed to validate and fine tune the work rate standards for those items. Coordination of the standard with regional offices has shown other possible areas of improvement which will be addressed prior to the creation of a FY 89 standard.

Plan: To continue to improve the new standard through data collection concerning work rate standards and through national and other inspections of the industry to determine areas of special emphasis to adjust inspection frequency. In addition, in FY 87 began job task analyses for clerical and administrative staff, aircraft evaluation group, and regional staff positions in order to refine the staffing standard in these important areas. By June 1987 the new staffing standard will be updated for use in developing 1989 budget and distribute 1988 resources to the regions.

Training

Objective: To develop training courses and a training delivery system to ensure a highly trained inspector force.

Status: Our contract to develop a design of training materials for functional tasks is complete. We now have extensive documentation concerning training for each of the 227 JTA tasks.

Training Courses: Actual training development has begun under the Principal Inspector Test Program. We have

designed and approved a management plan which encompasses a 2-year effort to produce the following:

1. A revised job task analysis based on the new Flight Standards' inspector handbooks. Since the JTA is the foundation of the entire Flight Standards' system, this will ensure that the system is built on a JTA that reflects what we want inspectors to do in the future not the way things have been done in the past.
2. A complete training module for each JTA task to include instructor guides, lesson plans, student guides, graphics materials, etc. These modules will form the basis for the development of all job function training courses.
3. Principal Inspector training courses. Appropriate sections of the JTA training modules and other training material concerning how a Principal Inspector should carry out his/her authorities and responsibilities will be combined into a course for Principal Inspectors.
4. Accident Prevention Specialist course.
5. Training seminars to introduce new sections of the handbook to the existing inspector workforce and foster implementation in a standardized manner.

The first activities in the plan are to begin review of the JTA and development of standardized formats for training materials. Work has begun in both areas. Appendix 6 contains a copy of the Management Plan.

Plan: To develop job function training courses for each position in the position menu and advanced technical and flight training to maintain a high level of technical competence within the workforce. In the area of job functions we plan to develop a training course which will become a prerequisite for selection into a given set of job descriptions, e.g., principal inspector. This course will ensure that people selected for inspector or supervisory positions are qualified and trained for the position prior to their selection. A recurrent training program will also be developed to ensure currency. Use of computer-based instruction and other advanced training media are being considered. By FY 89 this and job required technical training is expected to become mandatory. Initial indoctrination will be revised to prepare new hires to perform specific JTA tasks and provide overviews which will orient them to their role as Flight Standards inspectors. A formal OJT program will be implemented in FY 87 to ensure that each inspector is fully qualified prior to performing a particular job task.

Training System: Work on designing an improved training system for FAA and Flight Standards began in November 1985.

The Office of Personnel and Technical Training has contracted with Advanced Technology to develop a long-range training master plan. The development of a training system will be accomplished in three phases. Phase I is partially complete and involves reviewing the current system and establishing recommendations for reviewing the current system and establishing recommendations for improvement. Further, it includes development of a planning model and a survey and data collection methodology that will determine the types of data needed to project training requirements effectively.

Phase I is expected to be complete in March ~~1987~~. Phase II is expected to begin in April ~~1987~~ and will involve analysis of the data collected, assembly of future training requirements, and validation/implementation of the model. Phase III will use the data collected in Phases I and II and result in the development of the Flight Standards Systems Study which will be used to design and implement the Flight Standards Training System. The work plan for this study is expected to be developed in November ~~1987~~. The study is projected to be completed by the third quarter of FY ~~88~~.

The system implementation is expected to begin in the fourth quarter of FY ~~88~~ and extending into FY ~~89~~.

PLAN: To initiate the study of the training system as soon as possible. The training system used by the agency to forecast

training requirements, obtain required resources, allocate quota and resources, and to manage quota utilization and scheduling was designed to meet a more stable and predictable training environment than that which now exists in the Flight Standards technical training area. While the requirement for orientation and initial job functions courses is determined by the attrition and new-hire rates, other training requirements are driven by the ever-changing structure of the aviation environment for which the Flight Standards field offices are responsible. Project SAFE emphasized the need for a review of the system to make it more responsive to the needs of the Flight Standards safety program. Specific planned actions concerning the training system include studying and then improving the following:

- a. The training path required from a training need's initiation to its completion.
- b. The quality control methods used to ensure that training outcomes consistently met changing job requirements.
- c. Training system organizational elements and their functions.
- d. Any functional overlapping and factors which inhibit our ability to keep the training system from being as dynamic and responsive as we would like.

e. Changes needed to make the training system continuously efficient, effective, and current.

f. Training budget forecasting for operational training requirements, facilities and equipment training requirements, and aviation industry facilities and equipment usage.

g. Training directives, policy and procedures of FAA offices and facilities involved in Flight Standards' training.

h. Training facilities and related tutorial personnel capabilities.

Management and Supervision

Objective: To improve the management and supervision (M&S) of the Flight Standards organization.

Status: A plan has been completed to review the M&S needs in district offices and assess the national Flight Standards communications and decisionmaking process. The recent FAA attitude survey, personal interviews, and document research are being used to identify problems and draft recommendations. Outcomes from this effort will be part of scheduled updates to the FAA management training courses. To this date, interviews have been completed in six regions. A report and recommendations are expected in February.

Plan: To review and implement recommendations to upgrade M&S training at the FAA management training center and develop guidance to be included in the Human Resource Management manual by the end of FY 88.

Human Relations

Objective: To communicate information concerning Project SAFE throughout the organization and ensure that any organizational change resulting from the project is people oriented.

Status: Significant accomplishments have been made in communicating and in the development of implementation plans. In the area of communications each district office manager has been personally briefed on the project at regional office manager meetings; a video tape has been produced which is being duplicated to be shown in each district office and to regional Human Resource Management, management systems and budget staffs; a letter from the Director of the Office of Flight Standards has been sent to each employee to explain Project SAFE and solicit their involvement; and a new Project SAFE Book has been written and submitted for publication.

Plan: In the area of implementation plans, there are now two plans - the Handbook Plan and the Human Resource Management Plan. The Handbook Implementation Plan is on schedule. A schedule of handbook publications has been established at 6-month

intervals beginning in April 1987. An order has been completed to form a Regional Standardization Task Force to implement the handbook and other Project SAFE changes within the regions. The training contract with the Allen Corporation will result in training seminars. These seminars will teach standard applications of the handbook, provide feedback to the handbook teams concerning comments on new handbook policy, and validate training materials. Regions will be selecting task force members by mid-January so that training and handbook review can begin.

The initial phases of the Human Resource Management Implementation Plan have been developed. This plan consists of finalizing the standard position description menu, briefing Human Resource Management personnel in regional offices, and allowing regional offices to begin to organize consistent with the standard position menu. Due to air carrier industry consolidations, regions have a need to organize to strengthen Principal Inspector staffs and the geographic program. The plan is to encourage regions to organize to meet industry safety needs using the standard position menu as a baseline. This will have the effect of moving the organization into the proper organization structure so that as the national standardized position descriptions are finalized and implemented, there will be no dramatic effect on the work force. The interim organization will not have standard position descriptions, performance standards, training programs, etc., but the duties and responsibilities of inspectors will be consistent with future plans, thereby facilitating the future standard national

system while meeting the immediate demands of a dynamically changing industry.

Principal Inspector Test Program

Objective: To test a methodology for Flight Standards human resource management by focusing on the principal inspector positions.

Status: The methodology and program development issues have, to a large degree, been defined and completed. New draft principal inspector position descriptions, in a standardized format, are complete. A new system to classify jobs objectively and balance inspector workload has been defined and development has begun. Training proposals for **PI's** have been developed.

The teams working this project have developed the training management plan with the Allen Corporation, the **impl**ementa ti on plans previously described, and finalized the standard position description menu. Due to the need for Flight Standards field offices to organize to better oversee airline mergers, the team has focused on the geographic issue. A special team comprised of field Flight Standards and Human Resource Management personnel augmented the headquarters' team to produce six Geographic Inspector position descriptions. These position descriptions are being sent for formal regional review and comment. The regional input received will be analyzed, adjustments made, and

a national classification advisory developed. Since these positions constitute the most dramatic change in personnel/organizational policy, finalizing these positions is a significant achievement toward accomplishing our Human Resource Management Implementation Plan.

Plan: To develop each part of the Human Resource Management System with respect to the Principal inspector position in FY **87**. This project will involve extensive involvement of all levels of the Flight Standards and Human Resource Management personnel in order to fully design the system which will standardize the organization. As the system is defined for Principal Inspector positions, other positions will be addressed. Because all pieces of the system need to be complete prior to hiring people into the new principal inspector position descriptions (e.g., new classification guide, performance standards etc.) it is not expected that positions will be filled under the new system until FY **88**.

APPENDIX1

GLOSSARY

APPENDIX1

GLOSSARY

For the **purpose** of **this** report, the **following** definitions will apply:

1. Aircraft Accident -An "aircraft accident" is defined **by** the **NTSB** as **"an** occurrence associated with the operation of an aircraft which takes place between the **time** any person boards the aircraft with the intention of flight until all such persons have disembarked, and **in which** any person suffers **death** or **serious** injury as a **result of** being in or upon the aircraft **or** by direct contact with the aircraft or anything attached thereto, or in which the aircraft receives substantial **damage.**"

2. Aircraft Incident -An "aircraft incident" is defined **by** the **FAA** as **"as** aircraft occurrence, not classified as an accident, in which a hazard or potential hazard **to** safety is involved." It is **important** to note that **many** of **the** incidents have **no** identifiable operational factors involved, but are found in routine maintenance and airworthiness inspections. **Most** incident information is forwarded by the **operator to** the FAA for analysis; **however,** the **NTSB** does specify all type of incidents which **must** also be reported to then.

3. Aviation Safety Analysis System (ASAS) - The national aviation standards ~~computer~~ system for ~~acquisition~~, retrieval and analysis of data.
4. Certification - Inspector tasks associated with establishing initial ~~compliance~~ with the regulation and issuing the certificate required by the regulations.
5. Enforcement Case - ~~An enforcement case~~ represents an action taken ~~by~~ the FAA as the result of ~~one~~ or ~~more~~ violations.
6. Geographic Area Responsibility Concept - The ~~concept~~ places the same inspection and surveillance responsibilities for those operators within its ~~boundaries~~ whose certificates are held ~~by~~ another office ~~as~~ it does for the activity whose certificates it holds. This concept does ~~not~~ lessen the assigned principal ~~inspector's~~ responsibility for overall certificate ~~management~~.
7. Industry - ~~All members~~ of the aviation ~~community~~ include 146 users of the national airspace system and supporting organizations.
 - a. Inspection - Inspector tasks associated with determining m-going ~~compliance~~ with the regulations.

9. Investigation - Inspector tasks associated with determining regulatory ~~compliance~~ of the operations and/or airworthiness ~~of~~ aircraft as a result of accidents, incidents, inspections or ~~complaints..~~
10. Operator - A person holding a certificate authorizing the transportation ~~of~~ passengers and/or ~~cargo~~ for ~~compensation~~ or hire.
11. Part 121 Air Carriers -Any person who undertakes, whether directly or indirectly, to engage in air ~~transportation~~ under the rules ~~contained~~ in FAR Part 121. Such operations would characteristically be ~~conducted~~ with aircraft having a ~~maximum~~ seating capacity of ~~more~~ than 30 seats or a payload ~~capacity~~ of ~~more~~ than 7,500 pounds.
12. Part 135 Air Taxi -Any person who conducts passenger carrying operations under the rules ~~contained~~ in FAR ~~Part~~ 135 (and thus ~~would~~ operate aircraft having a ~~maximum~~ passenger seating capacity of 30 seats or less and a ~~maximum~~ payload capacity of 7,500 pounds or less).
13. ~~Part 135 Comuter~~ -Any personwho ~~conducts~~ scheduled passenger carrying ~~operations~~ with a ~~frequency~~ of at least 5 round trips ~~per~~ week under the rules ~~contained in FAR~~ Part135 (~~and thus would~~

- ~~operate~~ aircraft having a ~~maximum~~ passenger seating ~~capacity~~ of 30 seats or less and a ~~maximum~~ payload ~~capacity~~ of 7,500 pounds or less).
14. Program Guidelines - National order prescribing the ~~minimum~~ inspection program and the process for developing district office ~~work~~ program.
 15. Staffing Standards - Standard average times to ~~accomplish~~ a special Flight Standards task. By ~~comparing~~ the ~~standards, the~~ program guidelines, and the ~~number~~ of operations in the industry, the Flight Standards staffing requirements can ~~be~~ derived.
 16. Ultralight - A vehicle that weighs less than 254 pounds and is used for recreation and sport ~~purposes only~~ and ~~by~~ a single occupant.
 17. Violation - For the ~~purpose~~ of this report, a violation is "an official report filed ~~by~~ an FAA Aviation Safety Inspector, which alleges that an operator has failed to ~~comply~~ with ~~one~~ or ~~more~~ requirements of the air safety regulations."
 18. Work Program - Planned and actual investigation, certification, inspection, and ~~enforcement~~ tasks.
 19. Work Program Management System (WPMS) - A subsystem of ~~ASAS~~ which contains data on actual and planned inspection activity. Data is entered into the ~~WPMS~~ at the district office and will be monitored and analyzed in the regions and nationally ~~through a national data~~ base ~~made~~ up of ~~routine~~ input from district offices.

APPENDIX2

(~~Example~~ of Job Task Documentation)

Task 1.1.1 ~~GROUND AN AIR CARRIER AIRCRAFT~~

TASK # 1.1.1 TASK TITLE: Ground An Air Carrier Aircraft (Continued)

ANALYST:

TASK ELEMENTS/TASK DESCRIPTIONS

CODE	BEHAVIOR	ACTION	DETERMINANT	CONDITIONS	STANDARDS	SUPPORTING INFORMATION	WHERE TRAINED
	What the person is doing and what is being acted upon. (Enter action verb and its direct object)	Cues or stimuli that cause the behavior to be carried out. Answers WHY/WHEN the behavior is done.	Tools, equipment, environment, etc.. What is provided or restricted from use.		The acceptable level or standard of performance. How well a process must be accomplished to meet acceptable quality or quantity of a product.	1 = Rules, definitions, precautions, references 2 = Contingencies and potential corrective actions 3 = Criticality 4 = Coordination requirements 5 = Prerequisite knowledge/Skill	
	File written report in file on temporarily grounded aircraft in District Office.	Report completed		At office FAA Form 3112		2. Report can be a letter or Form 3112 or significant failure report if a wide body aircraft	
	File report of work completed in office file or UPMS for work reporting.			At office FAA Form 3112		3. Criticality - low (score + 9.6). This task rates low in frequency (annually = 2.0), very high in importance (5.0) and above average in difficulty (4.00) and is reported by only 24% of incumbents. Low task delay tolerance 5. This task can be performed by any qualified airworthiness inspector	

LEGAL REVIEW

I. Authorizing Statutes

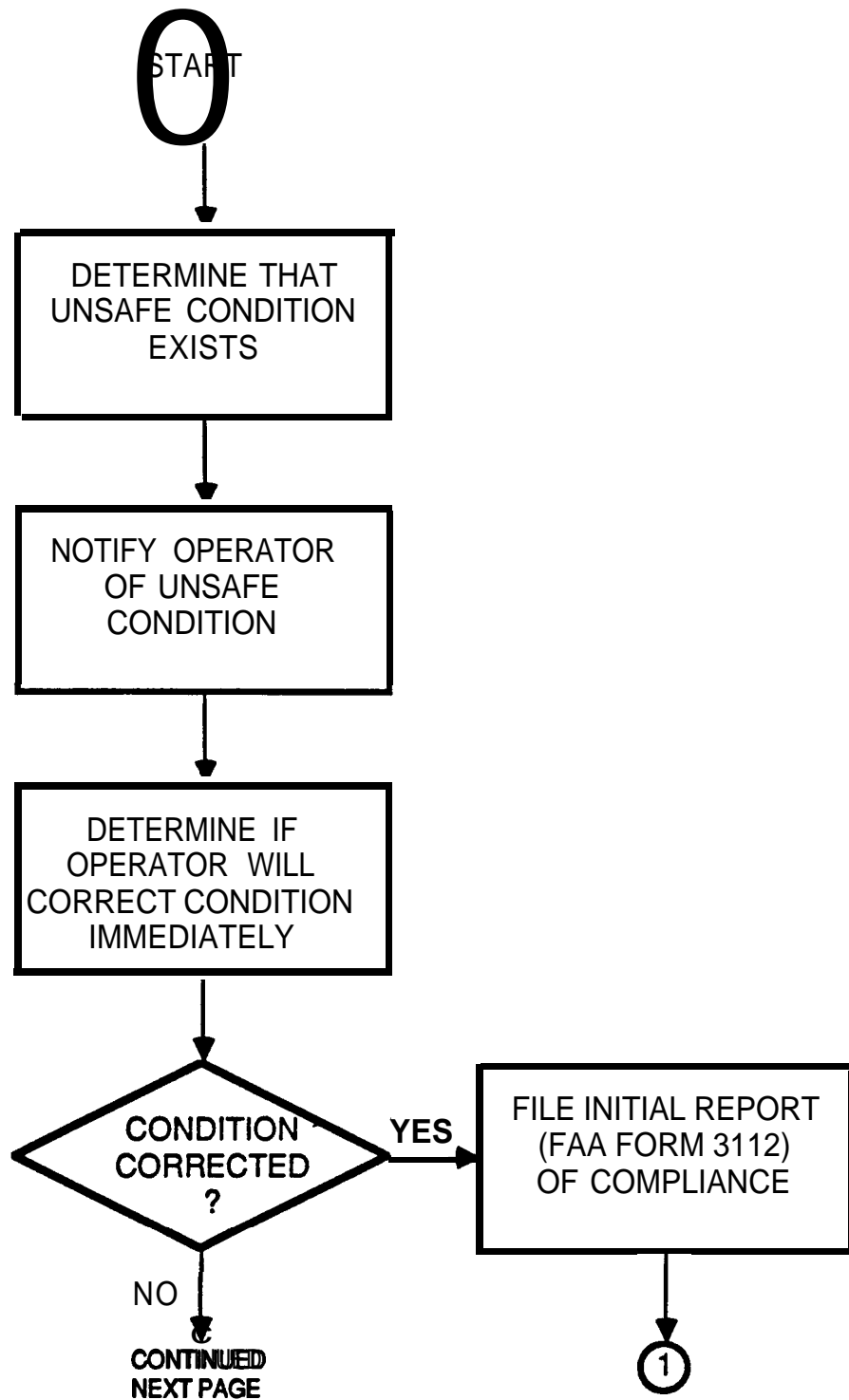
- 5 U.S.C. 3101
- 49 U.S.C. 1346 (305)
- 49 U.S.C. 1354 (313)
- 49 U.S.C. 1425 (605)
- 49 U.S.C. 1429 (609)
- 49 U.S.C. 1482 (10021)
- 49 U.S.C. 1485 (10051)

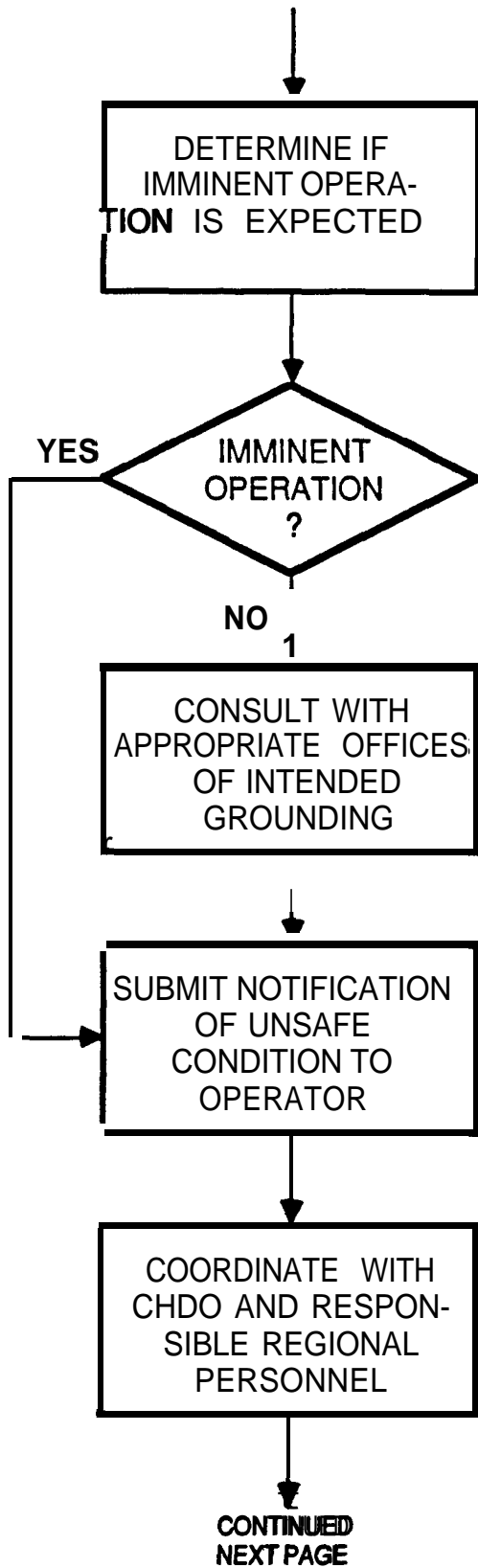
- A. Authorized - yes
- B. Directed - yes*

II. Delegable - no

III. Contracting Out Allowed - no

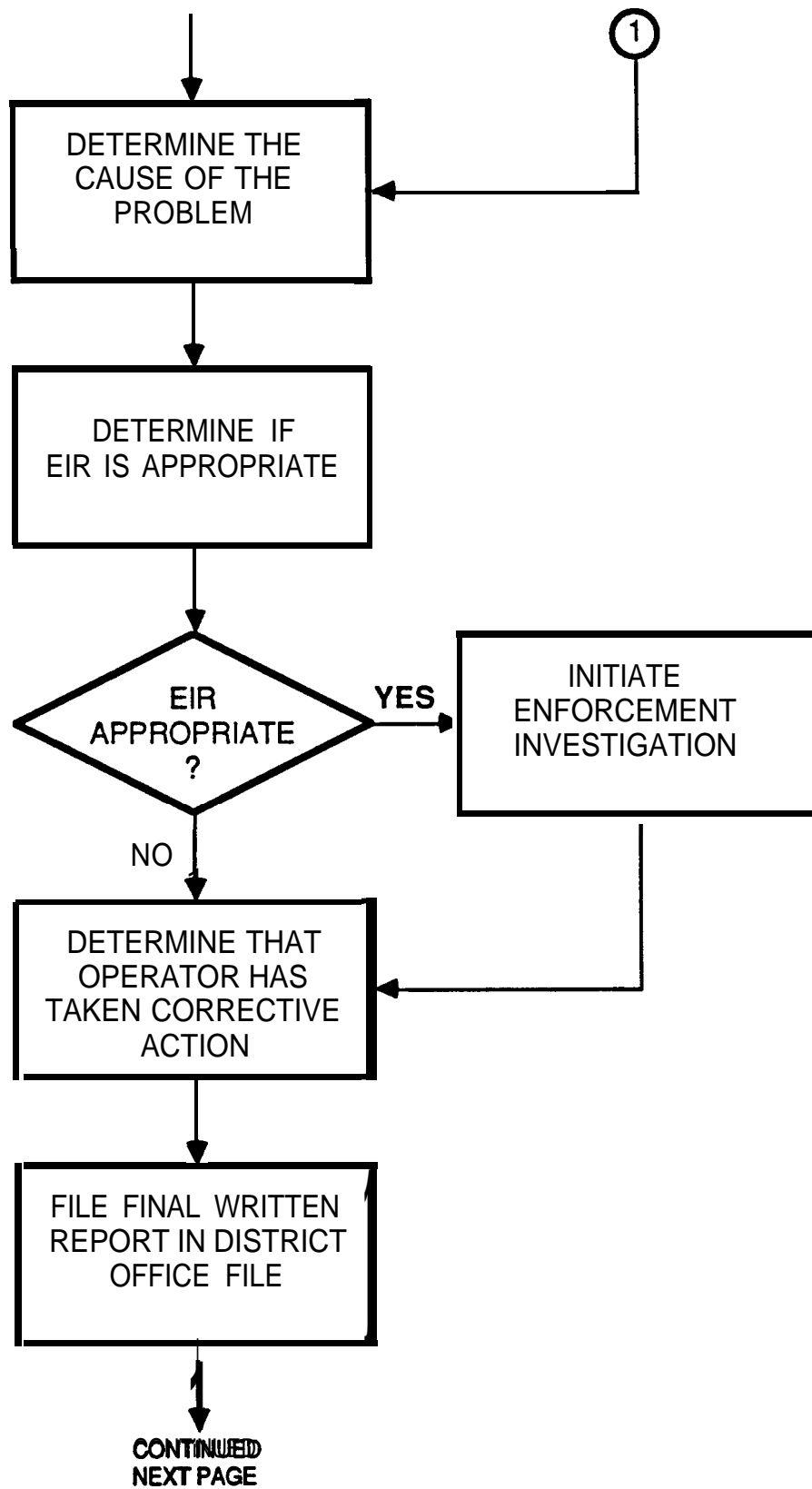
- IV. Remarks - Under Section 605 of the Act, the Administrator, through his air carrier maintenance inspectors, must ground an air carrier aircraft if he finds it to be in an unsafe condition. The grounding can last up to 5 days and may be followed up by an emergency order issued under Section 609 when necessary.

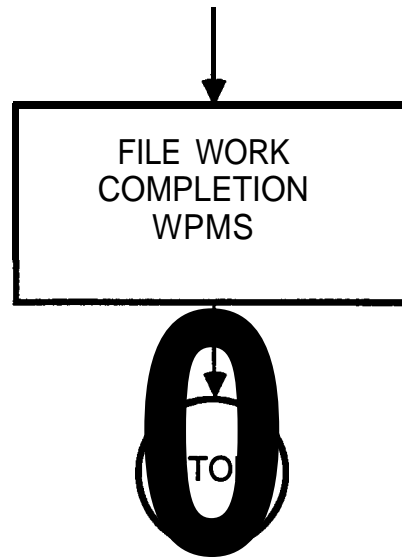




①

①





TERMINAL LEARNING OBJECTIVE MASTER WORKSHEETOccupational Specialty **AST-Airworthiness**Number 1.1.1 Task Description Ground an Air Carrier Aircraft

1.0 Terminal learning Objective AReferences: HB 8300.9;
letters; **ACs**

1.1 Condition(s): Access to HB 8320.12; HB 8600.1; FA Act; aircraft
with reason for grounding/case study with grounding
circumstances:

1.2 Action: Determine the procedures for grounding an aircraft and ensuring
that corrective action is taken

1.3 Standard: IAW procedures in HB 8320.12, Chap. 3, sec. 23, **para. 921.**
922, 923, 924, 925; sec. 28, **para. 1075(l)**; FA Act, sec. 605(b)

2.0 ~~Recommended~~ Appropriate Instructional Setting(s)**2.1 PRIMARY**Remarks (See related Media Analysis Worksheet)

- | | | |
|--------------|-------------------|--|
| — | 2.1.1 JPA | - Develop descriptions of aircraft with maintenance problems, some of which require correction |
| — | 2.1.2 NRT | before dispatch. |
| — | 2.1.3 FOJT | - Develop examples of actions taken by operator to correct each situation that warrants |
| — | 2.1.4 OOA | grounding. |
| — | 2.1.5 CBI | - This task could be taught in resident school or by computer simulation. |
| ✖ | 2.1.6 RS | |

2.2 ALTERNATIVE

- | | | |
|--------------|-------------------|--|
| — | 2.2.1 JPA | - Follow-on FOJT is advisable, since aircraft grounding is often a sensitive issue. |
| — | 2.2.2 NRT | |
| — | 2.2.3 FOJT | |
| — | 2.2.4 OOA | |
| ✖ | 2.2.5 CBI | |
| — | 2.2.6 RS | |

3.0 ~~Recommended~~ Specific Testing Requirements

LEARNING OBJECTIVE/LEARNING STEP	Information (I)	Mental Skill (MS)	Physical Skill (PS)	Attitude (A)
3.1 Locate applicable references	X			
3.2 Inspect aircraft		X		
3.2.1 Determine if unsafe condition exists		X		
3.2.2 Determine notification procedures		X		
3.2.3 Determine if imminent operation is expected		X		
3.2.4 Prepare written notification of unsafe condition		X		
3.2.5 Determine appropriate personnel to coordinate with		X		
3.3 Ensure that corrective actions are taken		X		
3.3.1 Determine cause of the problem		X		
3.3.2 Determine if FAR's have been violated		X		
3.3.3 Determine if operator has taken corrective action		X		
3.4 Complete FAA Form 3112 or Significant Failure Report		X		
3.5 File report in District Office			X	
3.6 File work completion WPNS			X	

4.0 **Recommended** Entry Level Behavior - Knowledges, Skills and **Abilities (KSA)**

4.1 KNOWLEDGES

Knowledge of HB 8300.9

Remarks:

FAA task guidance

Knowledge of **ACs** and letters

FAA task guidance

Knowledge of FA Act, **sec** 605(b)

FAA task guidance

Knowledge of applicable Orders and Notices

FAA task guidance

Knowledge of **air** carrier aircraft and related **maintenance** procedures

To recognize unsafe condition

Knowledge of aircraft, aircraft systems and maintenance

Knowledge of WPHS manual

To identify task

4.2 SKILLS

Skill of reading at grade 14

Remarks:

RGL of HB 8300.9

Skill of writing legibly

To complete WPHS forms

Skill of locating material in references

4.3 ABILITIES:

Ability to evaluate mechanical, avionics and maintenance programs

Remarks:

Ability to use references

To locate applicable references

Ability to write reports

To complete Form 3112, or Significant Failure Report

Ability to use **WPHS**

To document work completion

Ability to plan and organize

To ensure adequate follow-up

Ability to **communicate** orally

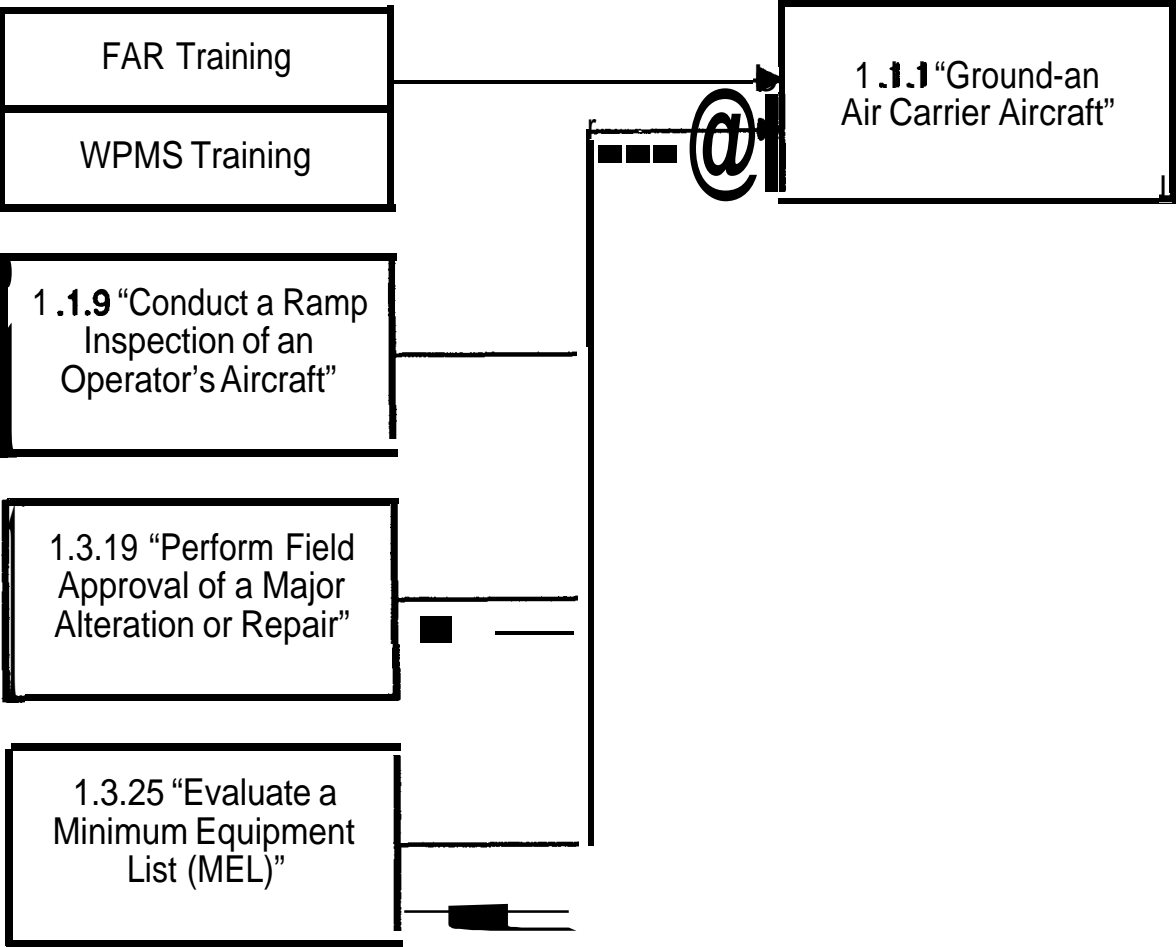
To discuss unsafe condition with operator and FAA legal staff

5.0.RECOMMENDEDSEQUENCEANDSTRUCTUREFORTRAINING

SUPPORTIVE TRAINING

DEPENDENT TRAINING

(None)



6.0 ESTIMATEDINITIAL TRAINING TIME: 2 Hrs.

1. Task No.: **ASI-AW 1.1.1**

2. Title: Ground an Air Carrier Aircraft

3. Selected for Training?

Yes x

No

Remarks: Although this task rates low in overall criticality, it rates very high in importance and above average in difficulty and cannot be delayed (low task delay tolerance).

4. Determine Testing Constraints:

Time: N/A

Manpower: Yes

Cannot use actual operator personnel.

Costs: N/A

Facilities/Equipment: Yes

Cannot use actual operator facilities/equipment.

Other: N/A

5. Determine Type of Measurement:

Product Only

Process Only x

Both

6. Determine Simulator Requirements for Testing:

Simulator ~~Motion~~ Required or Preferred?

Yes

No x

Logistical Considerations:	Consequences (Check)		
	Serious	Average	Negligible
Downtime			
cost			
Damage or Danger			

N/A

6. (Continued): N/A

Type of Simulation:
 Part of System _____
 Operation of System _____
 System Environment _____

7. Test Entire Task or Part of Task?

Entire Task _____
 Part of Task x (Specify)

- 3.2.1 Determine unsafe condition exists.
- 3.2.2 Determine notification procedures.
- 3.2.4 Prepare written notification of unsafe aircraft.
- 3.2.5** Determine appropriate personnel to coordinate with.
- 3.3.1 Determine if the **FARs** have been violated.
- 3.3.2** Determine if operator has taken appropriate corrective action.

8. Test Items for TLO #

(Use continuationsheet if needed)

3.1 Locate applicable references.

(Not tested here)

3.2 Inspect aircraft.

3.2.1 Determine that unsafe condition exists.

Test Item: Given access to all references and descriptions of aircraft with airworthiness problems, decide which aircraft should not be flown until after the unsafe conditions have been corrected. (Testing standard - arbitrary - 75% accuracy)

3.2.2 Determine notification procedures.

Test Item: Given access to all references and examples from 3.2.1 of aircraft that should be grounded, determine what method should be used to notify the operator of the unsafe condition. (Testing Standard - 100% accuracy)

3.2.3 Determine if **imminent** operation is expected.

(Not tested - covered in 3.2.2)

3.2.4 Prepare written notification of unsafe aircraft.

Test Item: Given access to all references, and a description of an unsafe condition described in 3.2.1 that warrants grounding an aircraft, prepare a written notification of unsafe condition for presentation to operator IAW HB 8320.12. (Testing Standard - arbitrary - 90% accuracy)

Continuation Sheet for **ASI-AW** 1.1.1

3.2.5 Determine appropriate personnel to coordinate with.

Test Item: Given access to all references and examples of unsafe conditions warranting grounding an aircraft, identify the coordination required. (Testing standard = 100% accuracy)

3.3 Ensure that corrective actions are taken.

3.3.1 Determine if **FARs** have been violated.

Test Item: Given access to all references and the examples of unsafe conditions in **3.2.1**, identify all violations of the **FARs**. (Testing standard = arbitrary = 75% accuracy)

3.3.2 Determine if operator has taken appropriate corrective action.

Test Item: Given access to all references, examples of items requiring grounding of aircraft (cited in **3.2.1**), and a written description of corrective actions taken by the operator to correct each condition cited, identify those corrective actions that would result in allowing the aircraft to be flown safely. (Testing standard = arbitrary = 90% accuracy)

3.4 Complete Form 3112 or Significant Failure Report.

(Not tested)

3.5 File report in District Office.

(Not tested)

3.6 File work completion WPMS.

(Not tested)

APPENDIX 3

STANDARD POSITION DESCRIPTION
GEOGRAPHIC INSPECTOR

GEOGRAPHIC OPERATIONS INSPECTOR

POSITION SUMMARY

The Geographic ~~Operations~~ Program Manager functions within the geographical area assigned, performing inspections, surveillances and, ~~when~~ so requested ~~by POI's~~ charged with ~~those~~ duties, preliminary certification on air carriers operating under Federal Aviation Regulation (FAR) Parts 121, 125, 129, and 135 (commuters with 10 or ~~more~~ passenger seats and scheduled cargo carriers only). Has responsibility for ~~the~~ Geographic Program within the jurisdiction of the District Office for their specialization. Determines the need for, and then establishes work program for, inspection and surveillance, other than routine, within ~~manpower~~ and budget limitations to assure adherence of the carrier and its personnel to regulations.

I. DUTIES AND RESPONSIBILITIES

A. Technical Authorities and Responsibilities

1. Technical Administration

~~The~~ incumbent has the responsibility ~~for~~ the geographic program for their specialization in the district office. ~~The incumbent~~ assures, on a **continuing basis**, that the operations within the ~~jurisdiction~~ of the District Office are **properly** and adequately organized, staffed and equipped: that they have ~~and~~ conduct an adequate training program, including an ~~adequate~~ record keeping system: and that they have station facilities and operating procedures that ~~meet~~ all regulatory requirements: regularly visits the air carrier's stations ~~and~~ other appropriate offices to maintain ~~contact~~ and ~~coordination~~ with their management officials: and ~~coordinates~~ with the carrier's **POI** for correction of any deficiencies or discrepancies.

Processes enforcement actions and prepares final reports and ~~recommendations~~ on disposition of enforcement actions. Participates in accident/incident and ~~near~~ mid-air collision investigations: performs or supervises the emergency suspension of an airman as may be appropriate: and conducts or directs the examination of certificated airmen.

Provides verbal and/or written technical assistance **to** legal counsel and appears for court trials, formal hearings and depositions.

2. Certification

The incumbent reviews and determines the adequacy of Air Carrier Operations Manuals for compliance with the FAR's. Makes recommendations to the carrier's POI for amendments to previously approved manuals to accomplish the following: correct any conflict with regulatory requirements; eliminate unsafe practices; and/or improve the specificity of instruction.

Evaluates the air carrier's operations and operation facilities throughout their geographical area by periodic on site inspection and the review of inspector's reports; and then, on the basis of these, makes a recommendation on changes essential or desirable in the air carrier's policies and procedures to the carrier's POI.

3. Surveillance

The incumbent constantly monitors all phases of the air carrier's operations on behalf of the certificate holding principal inspector including the following: training programs and records; base and station facilities; as well as en route operations (including routes, areas, and/or airports). Uses own knowledge and the reports from other inspectors to evaluate trends which may indicate deterioration in the safety of operations and then personally, or through assistance of other inspectors, coordinates with the POI and suggests changes required to correct such trends.

Monitors the activities of examiner designees, check airmen, and instructors, as appropriate, and takes any action that may be required as a result of this monitoring. Then, advises the POI of any problems and controversial situations and of suggestions to resolve such situations.

4. Other

The incumbent may be locally assigned other duties/responsibilities which are nongrade controlling.

B. Supervisory Authorities and Responsibilities

(Not applicable)

II. SUPERVISION RECEIVED

General technical and administrative supervision is provided by an assigned supervisor within the District Office. The incumbent is independently responsible for all regulatory, certification, and/or surveillance activities conducted regarding assigned tasks and responsibilities. Actions taken by the incumbent are guided by adherence to both national and regional FAA directives, the Federal Aviation Regulations, and sound management practices.

II. JOB TASK LISTING

Administrative

- 2.1.1 Conduct an Accident Investigation
- 2.1.2 Conduct an Incident Investigation
- 2.1.3 Conduct a Complaint Investigation
- 2.1.4 Conduct a Violation Investigation
- 2.1.5 Conduct a Near Mid-Air Collision Investigation
- 2.1.6 Perform Telephone Stand-By
- 2.1.17 Provide Technical Assistance
- 2.1.18 Provide Technical Assistance to Legal Counsel
- 2.1.19 Respond to a Legal Request for Deposition or Appearance in Court

Certification

- 2.1.34 Conduct a Re-examination Test of Airman Under 609 of the FA Act
- 2.1.47 Evaluate Technical Documents
- 2.1.49 Evaluate a Manual
- 2.2.4 Conduct an Airline Transport Pilot Certification, Additional Type Ratings, and Proficiency Check
- 2.2.13 Issue an Authorization for Airman's Written Test
- 2.2.21 Conduct a Flight Engineer Certification/Additional Class Rating and Proficiency Check

Surveillance

- 2.1.21 Conduct an Air Carrier Base Inspection (FAR 121, FAR 135)
- 2.1.33 Inspect a Check Airman
- 2.1.37 Inspect an Air Carrier Training Program (FAR 121, FAR **135**)
- 2.1.38 Evaluate a Dispatch/Flight Following/Flight Locating System
- 2.1.39 Inspect Crew Member and Dispatcher Records
- 2.1.40 Conduct a Cockpit En route Inspection
- 2.1.41 Conduct a Ramp Inspection (FAR 121, 125, 135 Aircraft)
- 2.1.42 Evaluate Aircraft Operations From Airport and ATC Facilities
- 2.1.43 Conduct a Station Facility Inspection
- 2.1.44 Conduct a Cabin En route Inspection
- 2.1.45 Inspect Trip Records
- 2.1.46 Evaluate Airport Analysis Data
- 2.1.52 Inspect an Airport (Non-Certificated and Foreign Airport)
- 2.3.10 Evaluate Emergency Evacuation/Ditching Procedures
- 2.3.11 Evaluate Power Back Procedures

Operations Geographic Surveillance Complexity Factors

1. Enroute/Surveillance	50 pts.
More than one type aircraft	2 pts.
Passenger and cargo	2 pts.
Lower than standard landing minimums	2 pts.
MSP/Pacific Navigation	2 pts.
Flag	2 pts.
Equipment interchange	<u>2 pts.</u>
	62 pts. max. per position
2. Station Facility (Carrier and/or Contract)	2 pts. each facility
3. Training Centers	10 pts. for each training center
Flight Attendant	2 pts. per training program
Pilot	2 pts. per training program
Flight Engineer	2 pts. per training program
Simulator	2 pts. for each type
Dispatchers	2 pts. per training program
Contract Training	2 pts. for each operator
4. Airports	
Part 139	10 pts. per airport
Non Certificated	10 pts. per airport
Special Emphasis (e.g., 121.445, MLS, STOL)	2 pts. per airport
Heliport (public)	5 pts. per heliport
5. Domiciles	
Number of Operators Maintaining Records	10 pts. for each operator
Types of Employee Records	
Pilots	2 pts. per operator
Flight Attendants	2 pts. per operator
Instructors	2 pts. per operator
Check Airmen	2 pts. per operator
Flight Engineers	<u>2 pts.</u> per operator
	20 pts. max. per operator

NOTE: Point values for ~~en~~ route/surveillance are credited only once per position regardless of the number of ~~operators~~ assigned.

IV. STANDARD ~~KNOWLEDGE~~, SKILL, ABILITY AND ~~OTHER~~ CHARACTERISTICS
REWIRED

A. Knowledge of Appropriate Federal Aviation Regulations, Advisory Circulars, Orders, Practical Test Standards and FAR Operating Requirements:

The incumbent ~~must~~ be **knowledgeable** of and professionally conversant in all appropriate parts of the FAR (14 CFR, Subchapters, A-Definitions, B-Procedural Rules, C-Aircraft, D-Airmen, F-Air Traffic and General Operating Rules and G-Air Carriers, Air Travel Clubs, and Operators for Compensation or Hire: Certification and Operation) and understand their applicability to appropriate orders and advisory circulars, as well as to practical test standards for pilots, flight instructors and ground instructors. Also, must be able to apply the provisions of these documents to the establishment and conduct of surveillance programs to determine that assigned air carriers are in compliance with regulations and follow national policy and safety requirements.

B. Knowledge of Aircraft Performance Requirements:

~~The~~ incumbent must be **knowledgeable** of various aircraft types including single and multi-engine small airplanes and/or helicopters and transport category airplanes and/or helicopters and aircraft with 10 or more passenger seats. Must be capable of performing and/or evaluating computations which describe operating performance expectations and weight and ~~balance~~. Must be capable of oral and flight testing pilot applicants with regard to these aircraft and their operating limitations with regard to flight ~~manuals~~, company operating manuals and FAR 135.

C. Skill of Reading and Understanding the **Complex** Material, Writing the Reports, and Completing the Forms Required for Initially Certificating and Maintaining an On-going Surveillance of a FAR 135 Operator:

The incumbent ~~must~~ be capable of reading, understanding, evaluating and editing forms, manuals, reports and records associated with the various work functions and duties of 135.

D. Communication Skills:

The incumbent must be capable of explaining, both verbally, and in writing, technical areas associated with assigned duties, to FAA managers, supervisors and operators. Technical writing skills should project **adequate** understanding with a minimum ~~amount~~ of ~~verbage~~.

E. Ability to Demonstrate Proficiency as a Certificated Airman:

The incumbent must be proficient, as a pilot, in aircraft for which a rating is held, if the assigned air carrier(s) operate(s) such aircraft. This proficiency should ~~be~~ to the level of certificate held by the inspector and should meet FAR 61 or 4040.2 standards. Must have the ability to operate aircraft of 10 or **more** passenger seats or to exercise oversight of inspectors so qualified.

F. Ability to Evaluate Candidates for Airman Certification: Check Airman, Examiner, and/or Instructor Designation; and Other Positions Appropriate to Certificate Management and/or Operation:

The incumbent **must** be able to evaluate airman candidates through oral, written and/or flight testing to determine adequacy of knowledge, skill and ability prior to issuance of certificate or authorization.

G. Ability to Evaluate, or Interpret the Evaluation Reports Concerning Various Training Media and Programs to Determine Authorization for Use by an FAR 135 Operator:

The incumbent must be able to review, interpret and evaluate for adequacy, written programs and procedures of various air carriers.

H. Ability to Organize and Conduct an In-depth Inspection and/or Investigation:

The incumbent **must** be able to conduct or participate in an inspection of an assigned air carrier, other organization or entity and investigations of complaints, accidents, incidents, violations or near mid-air collisions involving those operators and other operators, aircraft and airmen. Must be able to gather, decipher and analyze information leading to the development of a written factual account of the inspection or investigation including recommendations as appropriate.

I. Other:

(Reserved for District Office)

J. Other:

(Reserved for District Office)

APPENDIX4

PROJECT SAFEPLAN- **PRINTOUT**

NETWORK FILE SAFE42
LAST UPDATE 12/31/1986

RUN DATE 12/22/1986 4:48 PM
*****HAPPS *****
MANAGEMENT AND PROJECT PLANNING SYSTEM
FEDERAL AVIATION ADMINISTRATION
6* BAR CHART *
P R O J E C T S A F E
A BLUEPRINT FOR FLIGHT STANDARDS
NMSI - REPORT SERIES 1023

PAGE 1
STATUS PROCESSED
PROJ. STARTS 9/20/1985
LAST ACCESS 12/22/1986

ALL ACTIVITY NUMBER
SORT ON: ACTIVITY NUMBER

			** DYNAMIC PLAN HAVE THE LAST UPDATE? **											
MONTHLY FROM PROJECT DAY -18 EARLY SCHEDULE (PROJECT ENDS 11/22/1988)			S	J	J	J	J	J	J	J	J	J	J	J
			E	A	U	A	U	A	U	A	U	A	U	A
			P	N	L	N	L	N	L	N	L	N	L	N
NUMBER	CODE	ACTIVITY DESCRIPTION	85	86	86	87	87	88	BB	89	89	90	90	91
10	AOA 1	PROJECT SAFE APPROVED												
1000	AFS 6	ANALYSES OF FUNCTION												
1005	APR 3	REVIEW SYSTEM		CCC										
1010	APR 3	DEVELOP OPTIONS		ICC										
1015	AFS F	REVIEW OPTIONS			CCC									
1020	APR 3	PRESENT RECORHENDATIONS TO AFS			C									
1100	AFS 6	AIRCRAFT EVALUATION GROUP JTA			IC									
1110	AFS 6	DOCUMENT SEQVICE ANALYSIS				CC :								
1120	AFS 6	IDENTIFY TASKS AND KSAO'S				+++								
1130	AFS 6	TASK PROCEEDURES PANELS				++++++								
1140	AFS 6	KSAO PANELS					++++++							
1150	AFS 6	REVIEW TASK AND TIHE BOOK						++						
1160	AFS 6	REVIEU TASK AND KSAO BOOKS						++						
1200	AFS 6	CLERICAL/ADMIN JOB TASK ANALYSIS				CI								
1205	AMS 56	DEVELOP UORK PLAN					++							
1210	AMS 56	DESIGN METHODOLOGIES					++							
1215	AMS 56	TEST METHODOLOGIES												
1220	AHS 56	PILOT TEST RESULTS					++							
1225	AHS 56	FINALIZE METHODOLOGIES						++						
1230	AHS 56	DEVELOP DATA COLLECTION PLAN						++						
1235	AMS 56	COLLECT DATA						++						
1240	AMS 56	PROCESS AND ANALYZE DATA						++						
1245	AHS 56	DRAFT STAFFING STANDARD						++						
1250	AMS 56	DRAFT JTA DOCUMENTATION						++						
1255	AMS 56	FINALIZE STAFFING STD.						++						
1300	ARS 56	REGION STAFF FUNCTIONAL ANALYSIS				CI								
1305	AMS 56	OEVELOP PLAN				CI								
1310	AMS 56	OBV4 IN REGION STAFF PD'S				++								
1315	AMS 56	ANALYZE DOCUMENTED FUNCTIONS				++								
1320	AMS 56	CONSOLIDATE FUNCTIONS				+								
1325	AMS 56	INTERVIEW THREE OFFICES				++								
1330	AMS 56	DEVELOP QUESTIONNAIRE				++								
1335	AMS 56	DISTRIBUTE PUESTIONNAIRE					++							
1340	AMS 56	ANALYZE DATA					++							
1345	AMS 56	DRAFT REPORT					++							
1350	AMS 56	BRIEF REGIONS AND HQ					++							
1355	AHS 56	FINALIZE FUNCTIONAL REPORT					+							
2000	AFS 6	POSITION MANAGEMENT	C											
2020	APR 10	LETTER ASKING FOR PD'S		CCI										
2030	APR 10	CONSOLIDATE PO-S			CCC									
2040	AFS 6	HATCH JTA TO POS			ICC									
2045	AFS 6	COORDINATE UITH RO'S & COMPLETE			CCCCI									
2047	AFS 6	INITIATE PRINC. INSP. TEST PROG.			CI									

APPENDIX5

PROJECT ~~SAF BUDGET~~

~~SANITIZED~~ REQUIREMENTS FY 87-88

<u>ACTIVITY NUMBER</u>	<u>TITLE</u>	<u>FY</u>	<u>\$ EST. (M)</u>	<u>OPM CONTRACT</u>	<u>BUDGETING OFFICE</u>
1200	CLEARING JTA	87	.08		AMS/AFS
2060	DEVELOP PD's	87	.2	X	AFS
2200	DEBTFRM MANUAL	88	.4	X	AFS/AHR
3020-40	SELECTION TEST	87	.05		AFS/AAM
4050	STAFFING INCREASE	88	8.4		AFS
5170	DEVELOP TNG CRS'	87-88	2.0	X	APT
5221	TNG SYST STUDY	87	.2		APT
8900	PUBLISH HANDBOOKS	87-88	.4		AFS/AMS
8950	UPDATE JTA	87	.2	X	AFS
1100-8	WPMS-VITAL, DATA	87	.4		APR
11010	WPMS HB UPDATE	88	.4		APR
11020	AUTOMATE JTA	88	.1		AVN/APR/AAM/AFS
13030	MGT TNG COURSE	88	.15	X	AOE
NONE	FLT PROF STUDY	87	.032	X	AFS/AVN
NONE	FORECASTING STUDY	87-88	.08		AFS/APQ/ASF

APPENDIX 6

**MANAGEMENT PLAN FOR INSPECTOR
TRAINING DEVELOPMENT**

HANAGEWENT PLAN

for the

AVIATION SAFETY INSPECTOR TRAINING DEVELOPMENT PROJECT

for the

FEDERAL AVIATION ADMINISTRATION

prepared by

ALLEN CORPORATION OF AMERICA
401 Wythe Street
Alexandria, Virginia 22314

under contract to

U. S. Office of Personnel Management
Workforce Effectiveness and Development
Office of Training and Development
P. O. 80x 7320
Washington, DC. 20044

Contract No. ~~OPN-85-75W10~~ **OPN-85-75W10. 275-120**

November 21. 1986

1.0 INTRODUCTION AND SCOPE

This section presents an introduction to the project, a list of products to be developed and objectives to be accomplished, and a discussion of the assumptions that are critical to the successful accomplishment of the project objectives.

1.1 Introduction

This Management Plan describes the objectives and procedures to be employed by the Office of Personnel Management for developing the training materials and related technical documents necessary to provide training for Aviation Safety Inspectors (**ASI**) employed in non-supervisory positions in the Flight Standards Division of the Federal Aviation Administration (FAA).

The tasks for which these **ASI** are responsible were analyzed in the Job and Task Analysis for the Positions of Aviation Safety Inspector-Airworthiness. Aviation Safety Inspector-Operations. Accident Prevention Specialist and Flight Inspection Procedures Staff Specialist, dated August 31, 1985 (hereafter referred to as the **JTA**). Training designs for training each of the tasks analyzed in the JTA also have been completed. These were delivered to FAA in the Final Report (Revision) Design of Training Materials for Functional Tasks dated August 25, 1986 (hereafter called the Design).

Training to be developed in this present project will be based on the Design. However, before this training can be developed, it will be necessary to update the JTA and the Design, since the FAA handbooks that provided the standards for task performance cited in the JTA and the Design are presently under revision.

In addition to developing initial training for the generic inspector tasks that will be identified in the JTA and the Design, as revised to reflect FAA handbook changes, the FAA also has a requirement to develop training specifically for the positions of Principal Inspector (PI), Assistant Principal Inspector (API), and Accident Prevention Specialist (APS).

To facilitate the updating of FAA handbooks over time, and to ensure that appropriate revisions are made to **ASI** training and other relevant systems affected by handbook changes, FAA also requires the establishment of an automated relational data base. This data base will be installed at the FAA Academy at Oklahoma City (hereafter called the Academy). The data base to be developed will contain documentation on all **ASI** tasks and position descriptions, and will be correlated as well with the Work Program Management System (WPNS). WPNS is an automated system used by the FAA to track **ASI** work accomplishment. Data base system components have not yet been selected by the FAA; however, as soon as these system specifications are identified and the initial handbook revisions are completed, development of this data base is to begin.

The accomplishment of the tasks outlined in this Management Plan requires close interaction with FAA Flight Standards Headquarters and field personnel, Academy staff, and Subject **Matter** Experts (SNE) to ensure the development of all the training required and the establishment of the data base by September 1988.

The following products are to be developed in accordance with this effort:

- Revised JTA and Design
- A Listing of PI Tasks
- Reports on Contractor Reviews of FAA Handbooks
- Modules for Initial Training of All **ASI**, Based on the Design as Revised
- Recommendations for Short and Long-term Strategies for Recurrent Training for Each **ASI** Task in the Revised **JTA**
- Design and Development of Training for PI Courses

- Selection of Training Content for API Courses
- Design and Development of Training for an APS Course
- Machine-readable JTA Input to the **FAA** Data Base

1.2 Objectives

The objectives of this project are to:

1. Revise the JTA to align the data contained in the JTA with data in other FAA documents related to **ASI** positions and tasks.
2. Identify tasks and skills appropriate to teach in a formal training course for PI.
3. Review handbooks as they are revised and report to FAA any inconsistencies with the Design flowcharts for the associated tasks.
4. Develop training materials for initial and recurrent **ASI** training, based on the Design, revised as discussed above.
5. Identify **ASI** recurrent training requirements.
6. Plan, design and develop formal training courses, to be delivered at the Academy, for the specific tasks associated with APS position descriptions.
7. Compile the revised JTA documents into machine-readable format specified by the FAA.
8. Prepare an amended Management Plan when additional information needed to complete the project tasks becomes available.

1.3 Assumptions

It is necessary to specify several assumptions which are critical to the successful accomplishment of this project:

1. For the purposes of this project, training materials are considered to be any materials used for **ASI** training in the performance of documented **functional** tasks and in the **communications** skills required by their position descriptions. Included will be such materials as student handouts, study guides, instructor lesson plans, audiovisual slides and transparencies, television tapes, audio tapes, videodiscs, case studies, other printed materials, and computer courseware. This does not include the fabrication of training devices, simulators, or other such hardware.
2. A training module will be a set of training materials developed according to the Design for a specific **ASI** task, as documented in the JTA and the Design documents.
3. Formal courses developed for delivery at the Academy will be designed and developed in accordance with FAA-Std-028, DID 7, 8, 9, 10, 11, 14 and 16, as applicable.
4. In order to accomplish the above objectives, it is agreed that the contractor will have access to FAA data and documents, including newly developed handbooks, as they become available. Although not all such handbook materials are currently available, there are sufficient materials available to begin the handbook review and subsequent training development.

5. The contractor will have access to SHE and to data compiled by ~~other~~ relevant FAA teams. These resources will be available to assist the contractor in reviewing handbooks, identifying additional tasks for inclusion in the JTA, and identifying tasks and task elements that are specific responsibilities of PI and Assistant PI.
6. Because of the reliance on the availability of the new handbooks, the contractor may be required to conduct the development of the above course materials one module at a time, several at a time, or all at once, depending on the availability of the new handbooks. The contractor also assumes that it may be necessary to interrupt development on any one course if and ~~(when)~~ new handbook materials ~~are~~ are not at hand to complete it, and to proceed with development of other courses or modules. Training development will be done on a modular basis to the extent possible, so that individual modules can be finished without interruption, using sections of handbooks as they are completed.
7. It is anticipated that the tasks in this project will be carried out concurrently, so that the first seminar can be conducted during March 1987, and all work is completed by the end of Fiscal ~~Year~~ 1988. However, work completion is dependent on the delivery to the contractor of handbook materials and other necessary information upon which the training content is to be based, and with ~~which~~ the data base is to be developed. Dates for individual contract deliverables also are contingent upon the delivery of relevant material.
8. It is understood that as modules for initial training for **ASI** are developed, all or parts of such modules may be incorporated, as appropriate, into formal PI courses.

9. The specifications for the FAA data base are not known at present. Estimates for the completion of this data base and delivery dates for the completed data base to the FAA will be developed when these specifications are available.
10. Training developed in this project will be of two types: **(1)** Modules of initial training on each task documented in the revised JTA. These initial training modules will be incorporated into seminars delivered in the field to introduce the relevant hand-books. **(2)** Formal courses to be delivered at the Academy, to train **ASI** to carry out the responsibilities related to specific FAA position descriptions.
11. In order to ensure that all materials developed can accomplish their intended training objectives, the contractor will expect that the FAA will make available at the Academy, or other appropriate sites, inspector trainees with whom the training can be pilot tested in operational tryouts to determine the effectiveness of the methodology and the instructional components.

The contractor assumes that the FAA will arrange for appropriate points of contact at all sites where training developed under this project will be pilot tested and implemented. Travel required to accomplish the pilot testing will be identified after site selection.

12. The contractor will ensure that the materials developed for any task or formal course do not unnecessarily duplicate the materials developed for any other task in this Management Plan and that, where appropriate, the training materials developed for any one module or course of instruction will be utilized in other modules or courses of instruction, as appropriate. Additionally, if existing FAA training materials can be used for training specific tasks or skills, these will be modified for inclusion in the new training modules and courses to be developed.

13. As handbook materials become available and additional tasks are documented, the contractor will provide to the FAA for approval a decremented list of the priority in which the supporting training materials will be developed, module by module. The FAA will review and approve the priority for development and specify any changes to the contractor.
14. It is assumed that the FAA wishes to develop training according to the following general priorities. ;
 - Initial training modules to be incorporated into at least three seminars on the associated handbooks. Recommendations for recurrent training in each task will be developed as these modules are developed.
 - Formal courses for PI
 - A formal APS course.

The remainder of this project management plan includes a brief discussion of the background of this project, a discussion of the technical approach to be followed (including enumeration of the specific tasks to be performed by the contractor), and a level of effort.

2.0 BACKGROUND

This project is intended to support some of the findings and ~~recgmmen-~~dations arising from the JTA, and subsequent work performed as part of the on-going Safety Activity Functional Evaluation (Project SAFE) effort. The activities to be carried out through this project are intended to improve the training of **ASI** and more closely align such training with the other ongoing improvements in handbook guidance, personnel selection/recruitment, position description, career planning, task documentation, and office automation.

Figure 1 shows the FAA's Project SAFE outline of activities leading to the development of new training and the establishment of the data base discussed in this Management Plan.

In order to provide the maximum degree of flexibility, the Design of the revised training was done in a modular, functional, task-by-task basis. This allows for the development of training materials in modules which can be combined to form one or more courses, without having to wait to develop entire courses until all the supporting documents for the entire course or for other modules become available. This modular approach also allows faster and cheaper revision. Additionally, the Design provides two or more alternative delivery methods, where appropriate, to allow flexibility in meeting time deadlines and cost constraints. It also provides recommendations for recurrent training in the various tasks, and suggests delivery modes for such training.

3.0 TECHNICAL APPROACH

The technical approach described in this section is intended to provide for the attainment of the eight objectives outlined above, in the shortest reasonable time, while providing validated training materials in accordance with the approved Design at lowest cost. In order to **accommodate** the optimum technical overview of the curriculum development by the FAA, frequent and comprehensive review points have been incorporated into the work schedule. This section outlines the proposed approach for the accomplishment of each objective as a specific task to be performed, with related **subtasks** included. This section also includes a schedule of events and deliverables and a graphic representation of project milestones (known and projected).

3.1 Task 1. Review/Revise JTA

Some tasks not presently in the JTA have been recently identified and others are expected **to** be identified by several FAA teams now at work. For example, the handbook revision team has already identified some inconsistencies between the JTA and the new handbook guidance. Additionally, the team that is developing staffing standards for the inspector workforce, and the

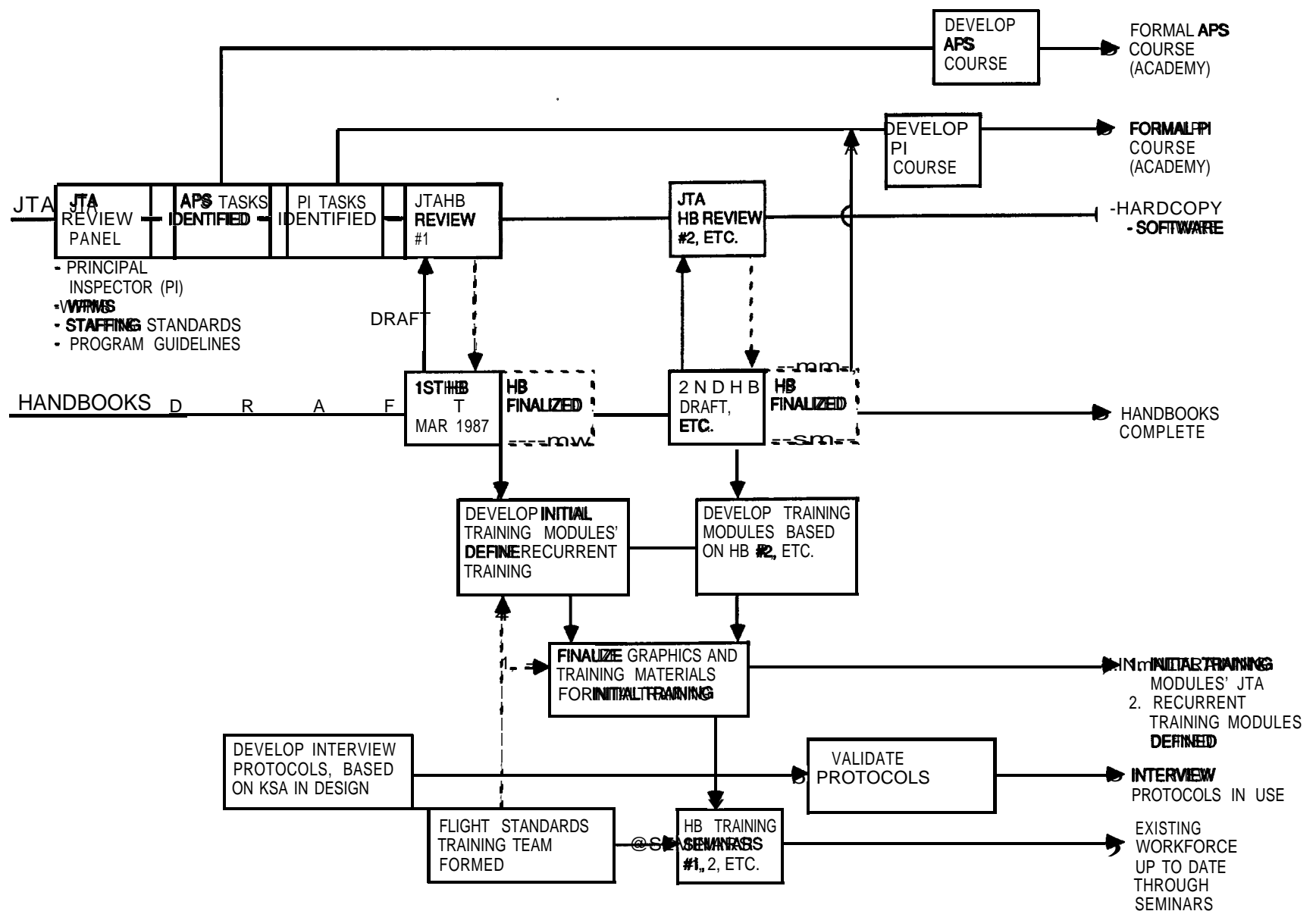


Figure 1. "Safe" Training Course Development Process

team responsible for developing Work Program guidelines are expected to recommend some changes and additions to the JTA. FAA's intent is to bring the data in the JTA into conformity with data developed by each of these teams, so that every task documented by these teams is included in the JTA, and task numbering, terminology, and references used in the JTA and all ~~other~~ documents are consistent.

WPNS experts have defined activity codes for inspector ~~positions~~, and certain of these codes refer to ~~activities not~~ selected as tasks in the JTA. The JTA review carried out in Task 1 will develop a consensus as to which tasks or task elements should be expanded to include all WPNS codes, and what new tasks, if any, should be added to the JTA.

Therefore, the first contract activity will be a review of JTA tasks to ensure that they describe all non-supervisory tasks performed by ~~ASII~~, in a manner consistent with the descriptions of these tasks used in the ~~ASII~~ handbooks, ~~WPNS~~, FAA staffing standards, and Work Program guidelines.

This JTA review is critical to ensure that all tasks are trained and that the FAA achieves the uniformity that will be required to establish an efficient relational data base that encompasses the ~~several~~ interdependent systems that relate to inspector positions.

Agreement with WPNS on task titles and a task numbering system will be reached, and the concerns of the staffing standards and Work Program guideline teams will be discussed and agreement reached, so that JTA documents are consistent with all other task data.

The initial meeting for this review effort is expected to be held on November 21, 1986. On January 15, 1987, the contractor will deliver to the FAA a report detailing any changes to the JTA and describing the numbering system to be used in the JTA data base.

3.2 Task 2. Identify Tasks for Principal Inspector Courses

As mentioned previously, the present JTA and Design document tasks and specify training for 96 generic tasks performed by AS1 (Operations), 95 performed by AS1 (Airworthiness), and 14 performed by APS. However, the FAA requires training to be developed related specifically to PI position descriptions. Therefore, a more in-depth analysis of the functional tasks documented in the JTA will be required that expands on the existing identified task elements to focus more specifically on the higher order skills that a PI must bring to these tasks, as these are reflected in PI position descriptions. This training will address, for example, the responsibilities PI have for assessing data collected through the conduct of functional tasks and for making judgments that relate these data to system failures and their consequences.

To incorporate these special concerns the FAA anticipates that both additional task elements and additional tasks will be added to the existing JTA and training Design for tasks associated with PI position descriptions. To ensure that all such elements and tasks are identified, in Task 2 of this project the FAA will convene expert panels to meet with the contractor. In meetings with these panels, the contractor will review the existing JTA, change existing task elements as necessary, and add to the JTA any additional tasks associated with the PI position descriptions in each AS1 specialty.

A list of tasks selected for PI training and changes to existing task elements will be submitted to the FAA for review and comment within 90 days of the start of this project. The FAA will notify the contractor within 10 days of any changes requested. These changes will be incorporated into the list of PI tasks. Based on the list of tasks and task elements developed by these panels, new JTA documents will be created for all PI positions. These JTA documents will be used to develop Design documents for training the new tasks identified. When these Design documents and the relevant training proposals have been completed and approved by FAA, training development for PI courses will begin. As previously stated, training developed as modules for initial inspector training will be incorporated into these courses as appropriate.

3.3 Task 3. Review New Handbooks for Consistency with Flowcharts

This task will require an extensive review and examination by the contractor of the new handbook materials, as they become available, to identify changes that have been made in the technical content and description of the documented functional tasks and to determine whether all steps in the Design flowcharts are included in the revised handbooks. Performance of this task will occur throughout the entire life of this project and will contribute to the scheduling of work for the various courses and the development and updating of the data base and the cited supporting JTA and Design documents. As handbook sections are received the contractor will review them and deliver a report on the findings within 30 days.

It is understood that it will not be possible or necessary to wait until any one handbook is completed and published before review begins. Rather, sections will be reviewed as they become available from the various FAA work groups. This will require very close and frequent liaison with those work groups. The contractor will perform such liaison through at least weekly informal meetings with designated persons in these work groups. All materials obtained from these work groups will remain the property of the FAA and will be returned by the contractor. It is understood that several handbook sections will be available for review at the start of the project and others will be delivered as they are completed.

Based on the review of the handbook materials, the contractor will provide the FAA with a listing of any tasks or task elements that are missing from the revised handbooks. This review will also be used to project and provide to the FAA a schedule of training development by modules, based on **90-day** increments. It is understood that the FAA may specify priorities for the development of any one module before another, in either the same or a different course.

The contractor and the FAA will review the handbooks concurrently, and as handbook sections receive final FAA approval, the contractor will incorporate into the JTA and the Design all changes and additions agreed upon. The FAA anticipates that the first approved new handbooks will be available by March 1987, and they anticipate that all handbook sections relevant to training will be completed and approved by March 1988.

3.4 Task 4. Develop Modules for Inspector Training

3.4.1 Develop Format for Training Materials

As soon as work commences on Task 1, the contractor will begin to develop the overall format to be used in the training modules and courses. As stated previously, the training development will follow FAA-Std-028 Contract Training Programs as applicable. Within 30 days of the start of the contract, the contractor will deliver a report to the FAA presenting at least two styles and formats for the student guides. The FAA will review the contractor's **recommendations** and return comments within 10 days. The contractor will revise the styles and formats to conform to FAA direction and deliver, within 10 days, a final draft of the agreed-upon specifications for the training materials. Format considerations will include such items as cover designs, document size, binding, logos, paper, layout, packaging of audiovisual and print materials. All materials will be labeled in a consistent manner, to insure immediate recognition of the type of resource assigned to a given learning activity and the equipment required. In the case of audiovisual products, decisions also will be reached by FAA and the contractor related to the use of FAA employees as models and actors, and the photographing of FAA and other sites.

By making an early decision on these questions, the FAA will ensure that training development can begin whenever handbook sections are approved, associated Design documents are finalized, and SNE are available to provide technical expertise for developing training content.

The contractor will expect to receive from the FAA any specific publications guidelines that are applicable to FAA training materials development, including audiovisual products. The FAA also will advise the contractor as to what equipment will be available to seminar leaders, and the amount of time that will be scheduled during the seminars for introducing the newly-developed training modules.

3.4.2 Develop Training Plans

As the JTA and Design documents for specific tasks are revised to conform to the revised JTA, a plan will be developed for incorporating the training modules into seminars. The contractor and the FAA will determine which JTA tasks will be trained in each seminar and how the introduction of the handbooks will be correlated with the training for related modules. The training plan will identify the relevant tasks and will contain the revised Design for each task. It also will include the rationale for including the tasks, the sequence for presenting the modules in the seminar; and the method to be used in evaluating the seminar training outcomes.

It is anticipated that the training plan for the first seminar will be delivered to the FAA by March 1987. The FAA will return comments to the contractor on the plan within 10 days, and these **comments** will be incorporated into a final plan that will be used to develop the training for the seminars. As other handbooks are completed, similar training plans will be developed. It is anticipated at this time that training will be delivered in at least three different seminars during the course of the project.

3.4.3 Develop Materials for Initial Training

As the training plan for each seminar is approved by FAA, a training module will be developed for each of the functional tasks to be trained in the seminar, according to the revised Design, the agreed-upon format, and the training plan.

The training modules will include guides for the instructor that contain all directions, content, and materials needed to teach each module and submodule. The modules will also contain guides for the student that identify the task by **WPMS/JTA** number, and include, at a minimum, the Design flowchart for the task, relevant handbook guidance, and procedures for instructing the task.

This task may be completed prior to, or concurrently with, the development of other training materials for other courses. It is understood that the FAA has specified training be developed to support the performance of 209 tasks documented in the JTA and the Design, and additional tasks to be included as discussed above.

The amount and kind of initial training to be developed is not known at this time, because it is anticipated that in Task 1 new training requirements will be associated with new tasks not previously identified in the JTA. However, Table 1 depicts the training development requirements associated with the original Design for **ASII** training, and suggests the types and numbers of training materials expected to be produced in this **subtask**.

All training materials will be developed in accordance with FAA-Std-028, as applicable. Figure 2 provides an outline for the development of this training. As modules are completed, drafts of each module will be submitted to the FAA for review and **comment**. These drafts will include relevant updated JTA and Design documents and, as appropriate, such materials as student guides, case study materials, storyboards and scripts, and assessment instruments.

The contractor will expect to receive comments on these materials from the FAA within 10 days of their delivery. Final production of instructional materials will be completed when the relevant handbooks receive FAA approval. The **materials will** then be finalized, incorporating FAA comments and requested revisions, and delivered to FAA for use in handbook seminars.

TABLE 1

Summary of Design Elements
for Initial Training of Inspector Tasks
Based on the Original Design Documents

Hours RS	JPA	Documents (Sets)	Still Photos (Sets)	Videotapes (10 min. each)	Audiotapes	Case Studies	Lesson Plans for Submodules
373	138	78	59	38	3	53	273

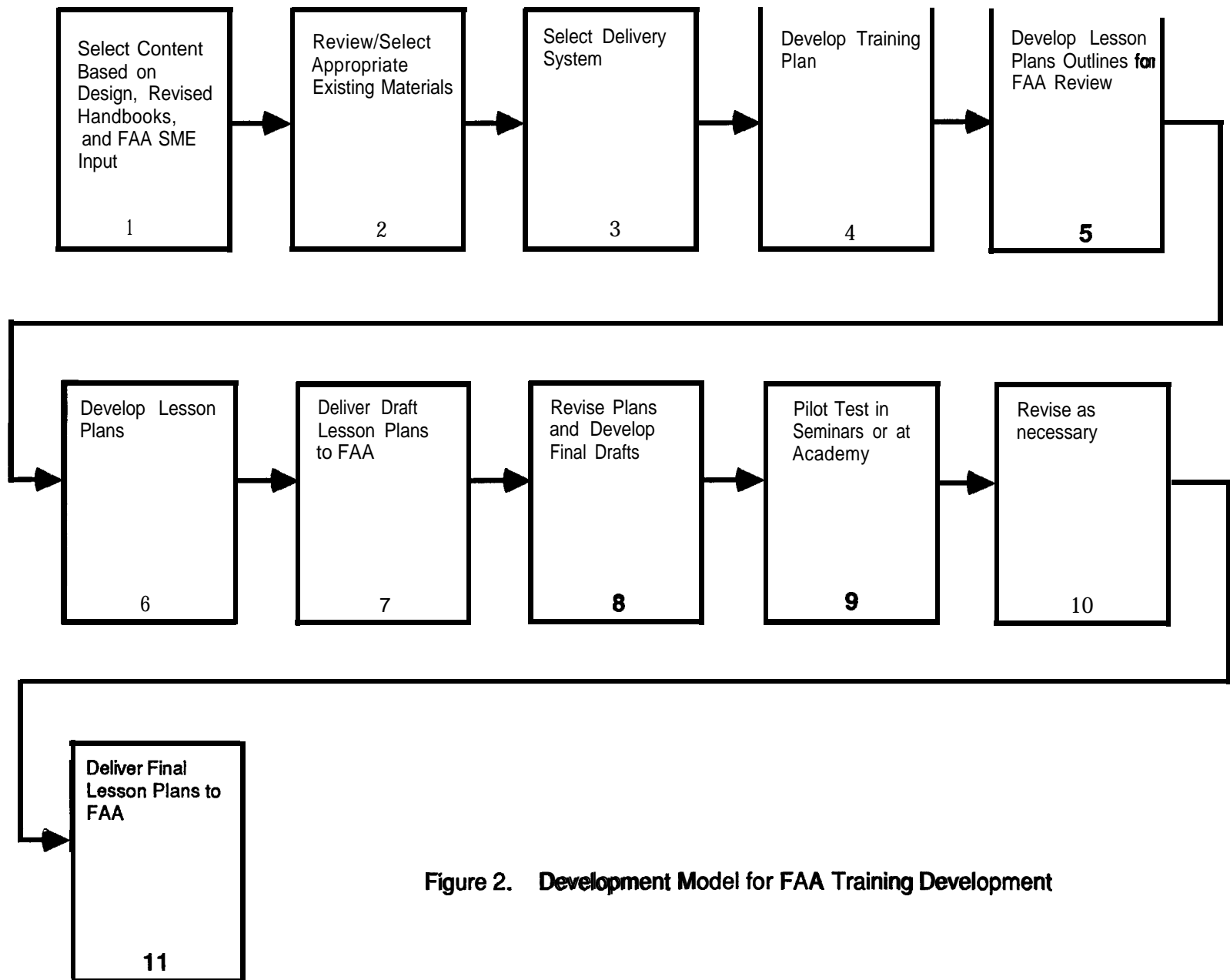


Figure 2. Development Model for FAA Training Development

In developing training content, the contractor will work closely with the FAA training team and will rely on its ~~SME~~ for technical expertise in developing both individual stand-alone training modules and formal courses.

3.4.4 Conduct Pilot Tests

As soon as training modules for completed handbooks are completed, the contractor will arrange with the FAA to pilot test them as a part of the ongoing seminars which the FAA will use to familiarize the inspector workforce with the new handbooks. FAA anticipates that some handbooks may be completed so that this can take place in March 1987. The contractor will conduct briefings for the seminar leaders on the purpose and use of the training materials and will develop protocols for evaluating the training. The pilot test of the training will be implemented by the contractor and the FAA seminar leaders.

3.4.5 Revise Training Modules

Based on the results of the pilot tests, the contractor will make any necessary revisions and will deliver the completed and pilot-tested modules to the FAA within 10 days of the completion of the pilot course. If the revisions required are very extensive, the contractor and the FAA will determine whether a second pilot test of the seminar as revised is required. The contractor will provide to the FAA a report detailing the training implementation outcomes and ~~recommendations~~ for incorporating the training into future seminars or into ongoing Academy training for ~~ASII~~.

3.4.6 Develop Recurrent Training Requirements

The FAA plans to provide recurrent training for all inspectors at appropriate career points, and as required by the position descriptions. Recommendations for recurrent training were identified in the Design; however, it is anticipated that additional recurrent training requirements will be identified as PI tasks and overall AS1 tasks are further analyzed in Tasks 1, 2, and 3.

This **subtask** will be carried out concurrently with the identification of tasks for initial training; therefore it will not be completed until all training modules and PI and APS courses are developed. A recommendation for recurrent training will be developed for each JTA task. This **recommendation** will identify the points in the inspector career when recurrent training is appropriate, and identify the delivery system that is most efficient for this training. It is expected that inspectors will require such recurrent training on an entirely individualized basis, and that recurrent training for experienced inspectors on tasks trained earlier in their careers will not repeat the entire content of the initial training. Therefore, in the long term, it may be appropriate to develop recurrent training in computer or videodisc-based delivery formats. In the short term; however, it is expected that a review of relevant modules, submodules, and PI course materials developed through this present project will be used to provide recurrent training for **ASII**.

3.5 Task 5. Develop PI Courses

The FAA has identified ten PI position descriptions for which training is to be developed. They are:

- Principal Operations Inspector (FAR 121)
- Principal Operations Inspector (FAR 135)
- Principal Operations Inspector (General Aviation/FAR 135)
- Principal Operations Inspector (Geographic Surveillance)
- Principal Operations Inspector (FAR **121/135**)
- Principal Airworthiness Inspector (FAR 135)
- Principal Airworthiness Inspector (General Aviation/FAR 135)
- Principal Airworthiness Inspector (Geographic Surveillance)
- Principal Airworthiness Inspector (FAR 121)
- Principal Airworthiness Inspector (FAR **121/135**)

Along with each of the eight PI specialties listed above, it is anticipated that new position descriptions also will be developed for an Assistant Principal Inspector (API) for certificate management and an API for geographic surveillance. Therefore, as training is developed for PI specialties through this project, FAA and the project staff also will identify training that would be appropriate for the associated API positions. It is anticipated that these positions will involve some of the tasks and task elements for the relevant PI position descriptions.

3.5.1 Develop Training Plan

The contractor will deliver to the FAA **recommendations** for courses that should be developed to train all PI and API positions and the content that should make up each course. These recommendations will also include suggestions as to the appropriate times in the **ASI** career to provide training for each position description. The FAA will review these **recommendations** and return comments to the contractor within 30 days. These **comments** will be incorporated into course designs for each position description and training courses will be developed from these designs, in accordance with FAA-Std-028.

3.5.2 Develop Training Materials

Training materials for the PI courses to be delivered at the Academy will be developed in accordance with FAA-Std-028. They will be based on the revised Design documents and the training plan and will include instructor lesson plans, assessment instruments, student guides, and all materials and directions required to conduct the training.

3.5.3 Conduct Pilot Test

The PI courses will be pilot tested at the Academy, as required by FAA-Std-028, DID 11. Following the pilot tests, the contractor will make any revisions required to the course materials within 10 days. As in the case of the training modules, a second pilot test will be carried out if the contractor and the FAA agree that the nature and extent of the revisions make this

necessary. When the training materials have been finalized, the courses will be implemented at the Academy by FAA instructors, as a part of ongoing **ASI** training.

It should be noted that considerable overlap is likely to exist among **ASI** tasks related to PI and API position descriptions. This overlap allows for the simultaneous development of instruction for a range of position descriptions. It is anticipated that many of the additional tasks and ~~ele-~~ments identified by the expert panels also will be common to more than one position.

3.6 Task 6. Develop Training Materials for an APS Course

The development of an APS training course will be carried out according to the same procedures described for the development of PI training courses. The APS course also will be a formal course, to be incorporated into Academy training. The basic inputs to this task will be the revised JTA and Design documents.

Although this task is shown here as Task 6, it is understood that handbook materials related to APS training may be completed sooner than other handbooks. If that is the case, this course will be developed as soon as handbooks are available. However, because of the fact that revisions to APS handbooks and tasks have been fewer than those of other specialties, training development for APS will not take priority over other training for which handbooks also have been approved.

3.7 Task 7. Deliver Input for an Automated Data Base

This task will be completed concurrently with the development of all other tasks. The basic inputs to this task will be the JTA as revised during Tasks 1, 2, and 3.

The development of this data base will be accomplished in accordance with specifications to be announced by the FAA. The resulting data base will allow the subsequent updating of the reference documents by the FAA.

The basic output of this task will be a set of computer disks or tapes containing the updated JTA. The data on these disks or tapes will be prepared in a format that will allow for transfer of the data to the FAA automated online system at the Academy. The contractor will coordinate the completion of this task with personnel at the Academy as well as with the FAA Management Systems personnel at FAA Headquarters in Washington, DC.

3.8 Task 8. Develop and Validate Protocols for AS1 Selection Interviews

Concurrently with Task 1, the contractor will begin the development and validation of standardized interview protocols to be used in selecting entry level candidates for AS1 positions from among applicants responding to FAA employment solicitations. These protocols are to be based upon the Knowledges, Skills, and Abilities identified in the Design as essential for candidates to begin training for JTA functional tasks. The development of these protocols will require extensive consultation with FAA personnel at Headquarters, at the ~~OPM/FAA~~ office at Oklahoma City, and at various sites in the field relative to the existing selection protocols, and the requirements for revising them to incorporate the KSA identified in the Design. The contractor will identify KSA that are generic AS1 job requirements, as well as some that are relevant to specific AS1 entry-level position descriptions.

Using these KSA, the contractor will develop draft interview protocols and will deliver these protocols to FAA, along with a ~~recommended~~ methodology for validating them. FAA will return ~~comments~~ on the protocols and the methodology within 10 days and the contractor will incorporate these ~~comments~~ into final draft protocols and deliver these protocols to FAA within 10 days. The contractor will validate these protocols, using the methodology agreed upon, and will prepare a validation report for FAA review and comment. FAA will return comments on this report within 30 days. The report will be revised to incorporate FAA requested revisions, and delivered to FAA within 70 days.

Deliverables under this task will include draft interview protocols, a methodology for validating the protocols, and a report on validation activities carried out according to the agreed upon protocols. Travel will be

required to consult with SME, and to validate the protocols through employee interviews, but details are not known at this time. The Amended Management Plan will project the activities associated with this task over the ~~19-month~~ period beginning on March 1, 1987.

3.9 Task 9. Amended Hanagement Plan

Since the completion of specific courses and modules, and progress on the development of the data base input rely on the delivery to the contractor of handbook materials for review, the exact sequence of work on the project tasks cannot be estimated at this time. An amendment to this Management Plan will provide a forecast of anticipated work activities and task completion will be delivered to the FAA for comment and revision 90 days from the project start, when more information is available.

4.0 LEVEL OF EFFORT

The estimated level of effort to carry out Tasks 1, 2, and 3, and to begin Tasks 4, 8 and 9 of the tasks required by this project is presented in Table 2. This level of effort covers the period from November 21 through March 1. The Amended Management Plan will be delivered on February 17, 1987, for FAA review and comment within 10 days. A final draft that incorporates the ~~FAA's~~ required revisions will be delivered to the FAA by March 1, 1987. The Amended Management Plan will include the level of effort for the completion of all project tasks, or all tasks that have been positively determined at that time, through September 1988.

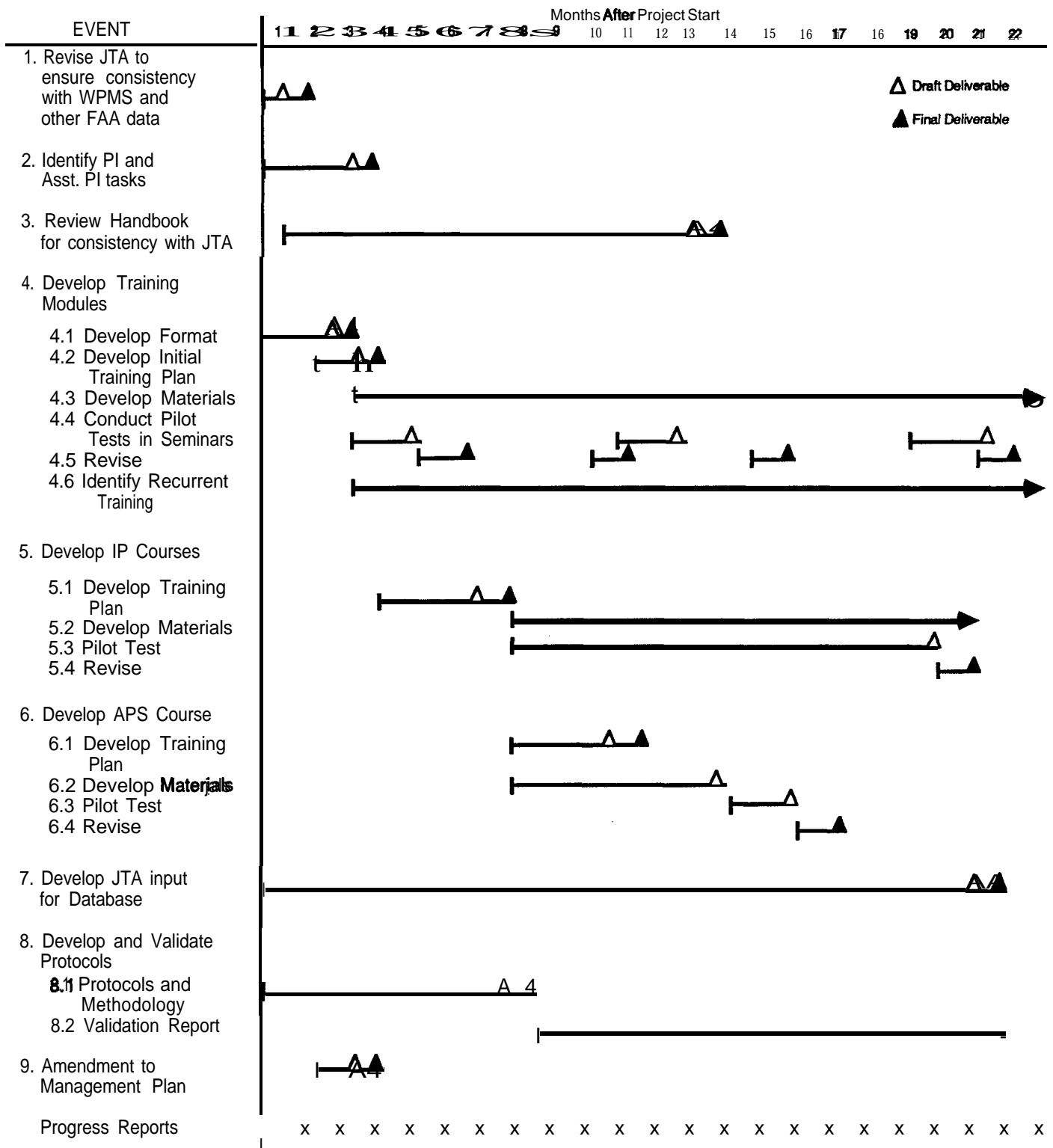
Table 3 shows the estimated project milestones for all tasks. The labor categories assigned to the project will be Senior Instructional Technologist (SIT), Junior Instructional Technologist (JIT), Graphic Artist (GA), and Technical Editor (TE).

TABLE 2. Level of Effort*

Tasks	<u>SIT</u>	<u>JIT</u>	<u>GA</u>	<u>TE</u>
1. Revise JTA to Ensure Consistency with Other Systems	30	25	2	1
2. Identify PI Tasks and Asst. PI Tasks	30	20	2	1
3. Review Handbooks for Consistency with JTA	20	25		1
4. Develop Training Modules/Define Recurrent Training				
4.1 Select Format/Style	30	15	2	1
4.2 Develop Training				
4.3 Pilot Test in FAA Seminars				
5. Develop PI Courses	10	11		
6. Develop APS Course	9	5		
7. Prepare Data Base Input	15	20		
8. Develop and Validate Interview Protocols	30		1	1
9. Amendment to Mgmt. Plan	<u>120</u>	<u>111</u>	<u>22</u>	<u>22</u>
TOTAL DAYS	<u>194</u>	<u>132</u>	<u>9</u>	7

* Note: The level of effort provided for these tasks is preliminary and sufficient for the first 90 days of the project. The additional level of effort required to complete these tasks will be presented in the Amended Management Plan.

Table 3. Project Milestones



5.0 DELIVERABLES

Table 4 shows the deliverables for the time period November 17, 1986, to March 1, 1987. They include an amended Management Plan describing the schedule of work and the products to be delivered to the FAA during the remaining 19 months projected for this effort by the FAA. In addition to the deliverables listed, monthly progress reports will be prepared throughout the entire project.

TABLE 4. Deliverables

<u>Deliverable</u>	<u>Deliverv Date</u>
1. Format for Training Modules and Monthly Progress Report	December 15, 1986
2. Report on JTA Revisions and Monthly Progress Report	January 15 , 1987
3. Tasks Selected for PI Training and Monthly Progress Report	February 16, 1987
4. Amendment to Management Plan	February 16, 1987

APPENDIX

AS1 Tasks Associated with Position Descriptions

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART 121)

<u>Task #</u>	<u>Task Title</u>
2.1.1	CONDUCT AN ACCIDENT INVESTIGATION
2.1.2	CONDUCT AN INCIDENT INVESTIGATION
2.1.3	CONDUCT A COMPLAINT INVESTIGATION
2.1.4	CONDUCT A VIOLATION INVESTIGATION
2.1.5	CONDUCT A NEAR MID-AIR COLLISION INVESTIGATION
2.1.6	PERFORM TELEPHONE STAND-BY
2.1.7	PROCESS AN APPLICATION FOR AUTHORIZATION WHERE AUTHORIZED BY THE FARs
2.1.8	PROCESS AN APPLICATION FOR WAIVER OF SELECTED FEDERAL AVIATION REGULATIONS (FAR)
2.1.9	DEVELOP AIRCRAFT TRAINING REQUIREMENTS ON FLIGHT STANDARDIZATION BOARD
2.1.10	DEVELOP A MASTER MINIMUM EQUIPMENT LIST (MMEL) ON FLIGHT OPERATIONS EVALUATION BOARD
2.1.11	CONDUCT AN ACCIDENT PREVENTION PRESENTATION
2.1.17	PROVIDE TECHNICAL ASSISTANCE
2.1.18	PROVIDE TECHNICAL ASSISTANCE TO LEGAL COUNSEL
2.1.19	RESPOND TO A LEGAL REQUEST FOR DEPOSITION OR APPEARANCE IN COURT TRIALS AND FORMAL HEARINGS
2.1.21	CONDUCT AN AIR CARRIER BASE INSPECTION (FAR 121, FAR 135)
2.1.27	CONDUCT A FAR 125 BASE INSPECTION
2.1.31	EVALUATE AN APPLICATION FOR DEVIATION
2.1.33	INSPECT A CHECK AIRMAN
2.1.34	CONDUCT A RE-EXAMINATION TEST OF AIRMAN UNDER 609 OF THE FA ACT
2.1.37	INSPECT AN AIR CARRIER TRAINING PROGRAM (FAR 121, FAR 135)
2.1.38	EVALUATE A DISPATCH/FLIGHT FOLLOWING/FLIGHT LOCATING SYSTEM
2.1.39	INSPECT CREW MEMBER AND DISPATCHER RECORDS
2.1.40	CONDUCT A COCKPIT ENROUTE INSPECTION

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART 121) (Continued)

<u>Task</u>	<u>Task Title</u>
2.1.41	CONDUCT A RAMP INSPECTION (FAR 121, 125, 135 AIRCRAFT)
2.1.42	EVALUATE AIRCRAFT OPERATIONS FROM AIRPORT AND ATC FACILITIES
2.1.43	CONDUCT A STATION FACILITY INSPECTION
2.1.44	CONDUCT A CABIN ENROUTE INSPECTION
2.1.45	INSPECT TRIP RECORDS
2.1.46	EVALUATE AIRPORT ANALYSIS DATA
2.1.47	EVALUATE TECHNICAL DOCUMENTS
2.1.48	ISSUE A SPECIAL PURPOSE CERTIFICATE FOR FOREIGN PILOT OPERATION OF LEASED U.S. REGISTERED AIRCRAFT
2.1.49	EVALUATE A MANUAL
2.1.52	INSPECT AN AIRPORT (NON-CERTIFICATED AND FOREIGN AIRPORT)
2.2.4	CONDUCT AN AIRLINE TRANSPORT PILOT CERTIFICATION, ADDITIONAL TYPE RATINGS, AND PROFICIENCY CHECK
2.2.9	DESIGNATE AN AIRCREW PROGRAM DESIGNEE (APO)
2.2.15	CONDUCT A CATEGORY II OR III CHECK
2.2.20	APPROVE A CHECK AIRMAN (PILOT/FLIGHT ENGINEER/NAVIGATOR)
2.2.21	CONDUCT A FLIGHT ENGINEER CERTIFICATION/ADDITIONAL CLASS RATING AND PROFICIENCY CHECK
2.2.22	CONDUCT A DISPATCHER CERTIFICATION
2.2.23	CONDUCT A FLIGHT NAVIGATOR CERTIFICATION
2.3.5	CONDUCT CERTIFICATION OF A FAR 121 OPERATOR
2.3.6	APPROVE OPERATIONS SPECIFICATIONS
2.3.7	EVALUATE A FLIGHT SIMULATOR OR TRAINING DEVICE
2.3.8	APPROVE A MINIMUM EQUIPMENT LIST (MEL)
2.3.9	CONDUCT AN AIRCRAFT PROVING/ROUTE PROVING/SPECIALIZED MEANS OF NAVIGATION APPROVAL

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART 121) (Continued)

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<u>Task</u>	<u>Task Title</u>
2.3.10	EVALUATE EMERGENCY EVACUATION/DITCHING PROCEDURES
2.3.11	EVALUATE POWER BACK PROCEDURES
2.3.12	EVALUATE AN AIRCRAFT LEASE
2.3.13	APPROVE CATEGORY II OR III APPROACH MINIMUMS
2.3.15	CONDUCT CERTIFICATION OF A FAR 125 OPERATOR

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART 135)

<u>Task #</u>	<u>Task Title</u>
2. 1. 1	CONDUCT AN ACCIDENT INVESTIGATION
2. 1. 2	CONDUCT AN INCIDENT INVESTIGATION
2. 1. 3	CONDUCT A COMPLAINT INVESTIGATION
2.1.4	CONDUCT A VIOLATION INVESTIGATION
2.1.5	CONDUCT A NEAR MID-AIR COLLISION INVESTIGATION
2.1.6	PERFORM TELEPHONE STAND-BY
2.1.7	PROCESS AN APPLICATION FOR AUTHORIZATION WHERE AUTHORIZED BY THE FARs
2.1.8	PROCESS AN APPLICATION FOR WAIVER OF SELECTED FEDERAL AVIATION REGULATIONS (FAR)
2.1.11	CONDUCT AN ACCIDENT PREVENTION PRESENTATION
2.1.17	PROVIDE TECHNICAL ASSISTANCE
2.1.18	PROVIDE TECHNICAL ASSISTANCE TO LEGAL COUNSEL
2. 1. 19	RESPOND TO A LEGAL REQUEST FOR DEPOSITION OR APPEARANCE IN COURT TRIALS AND FORMAL HEARINGS
2.1.21	CONDUCT AN AIR CARRIER BASE INSPECTION (FAR 121, FAR 135)
2.1.31	EVALUATE AN APPLICATION FOR DEVIATION
2.1.33	INSPECT A CHECK AIRMAN
2. 1. 34	CONDUCT A RE-EXAMINATION TEST OF AIRMAN UNDER 609 OF THE FA ACT
2. 1. 37	INSPECT AN AIR CARRIER TRAINING PROGRAM (FAR 121, FAR 135)
2.1.38	EVALUATE A DISPATCH/FLIGHT FOLLOWING/FLIGHT LOCATING SYSTEM
2. 1. 39	INSPECT CREW MEMBER AND DISPATCHER RECORDS
2. 1. 40	CONDUCT A COCKPIT ENROUTE INSPECTION
2. 1. 41	CONDUCT A RAMP INSPECTION (FAR 121, 125, 135 AIRCRAFT)
2. 1. 42	EVALUATE AIRCRAFT OPERATIONS FROM AIRPORT AND ATC FACILITIES
2. 1. 43	CONDUCT A STATION FACILITY INSPECTION

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART 135) (Continued)

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<u>Task</u>	<u>Task Title</u>
2. 1. 44	CONDUCT A CABIN ENROUTE INSPECTION
2. 1. 45	INSPECT TRIP RECORDS
2. 1. 46	EVALUATE AIRPORT ANALYSIS DATA
2.1.47	EVALUATE TECHNICAL DOCUMENTS
2.1.48	ISSUE A SPECIAL PURPOSE CERTIFICATE FOR FOREIGN PILOT OPERATION OF LEASED U.S. REGISTERED AIRCRAFT
2. 1. 49	EVALUATE A MANUAL
2. 1. 52	INSPECT AN AIRPORT (NON-CERTIFICATED AND FOREIGN AIRPORT)
2. 2. 4	CONDUCT AN AIRLINE TRANSPORT PILOT CERTIFICATION, ADDITIONAL TYPE RATINGS, AND PROFICIENCY CHECK
2. 2. 9	DESIGNATE AN AIRCREW PROGRAM DESIGNEE (APO)
2.2.15	CONDUCT A CATEGORY II OR III CHECK
2. 2. 20	APPROVE A CHECK AIRMAN (PILOT/FLIGHT ENGINEER/NAVIGATOR)
2. 2. 21	CONDUCT A FLIGHT ENGINEER CERTIFICATION/ADDITIONAL CLASS RATING AND PROFICIENCY CHECK
2. 2. 22	CONDUCT A DISPATCHER CERTIFICATION
2. 2. 23	CONDUCT A FLIGHT NAVIGATOR CERTIFICATION
2. 3. 6	APPROVE OPERATIONS SPECIFICATIONS
2. 3. 7	EVALUATE A FLIGHT SIMULATOR OR TRAINING DEVICE
2. 3. 8	APPROVE A MINIMUM EQUIPMENT LIST (MEL)
2. 3. 9	CONDUCT AN AIRCRAFT PROVING/ROUTE PROVING/SPECIALIZED MEANS OF NAVIGATION APPROVAL
2.3.11	EVALUATE POWER BACK PROCEDURES
2. 3. 12	EVALUATE AN AIRCRAFT LEASE
2. 3. 13	APPROVE CATEGORY II OR III APPROACH MINIMUMS
2.3.14	CONDUCT CERTIFICATION OF A FAR 135 OPERATOR

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART ~~135/General~~ Aviation)

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<u>Task</u>	<u>Task Title</u>
2. 1. 1	CONDUCT AN ACCIDENT INVESTIGATION
2. 1. 2	CONDUCT AN INCIDENT INVESTIGATION
2. 1. 3	CONDUCT A COMPLAINT INVESTIGATION
2. 1. 4	CONDUCT A VIOLATION INVESTIGATION
2. 1. 5	CONDUCT A NEAR MID-AIR COLLISION INVESTIGATION
2. 1. 6	PERFORM TELEPHONE STAND-BY
2. 1. 7	PROCESS AN APPLICATION FOR AUTHORIZATION WHERE AUTHORIZED BY THE FARs
2. 1. 8	PROCESS AN APPLICATION FOR WAIVER OF SELECTED FEDERAL AVIATION REGULATIONS (FAR)
2. 1. 11	CONDUCT AN ACCIDENT PREVENTION PRESENTATION
2.1.12	INSPECT AN EXECUTIVE/CORPORATE OPERATOR
2. 1. 13	INSPECT AN INDUSTRIAL OPERATOR
2. 1. 14	CONDUCT A FAR 91 RAMP INSPECTION
2. 1. 15	MONITOR AIR RACE ACTIVITIES
2.1.16	MONITOR AIR SHOW ACTIVITIES
2.1.17	PROVIDE TECHNICAL ASSISTANCE
2.1.18	PROVIDE TECHNICAL ASSISTANCE TO LEGAL COUNSEL
2. 1. 19	RESPOND TO A LEGAL REQUEST FOR DEPOSITION OR APPEARANCE IN COURT TRIALS AND FORMAL HEARINGS
2. 1. 20	PROCESS AN AIRCRAFT LEASE AGREEMENT FOR REGULATORY COMPLIANCE UNDER PART 91.54
2. 1. 21	CONDUCT AN AIR CARRIER BASE INSPECTION (FAR 121, FAR 135)
2. 1. 22	EVALUATE A FAR 137 CONGESTED AREA OPERATIONS PLAN
2. 1. 23	CONDUCT A FAR 137 OPERATOR RAMP INSPECTION
2. 1. 24	<u>CONDUCT</u> A FAR 137 BASE INSPECTION

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART ~~135/GENERAL~~ AVIATION) (Continued)

<u>Task</u>	<u>Task Title</u>
2. 1. 25	INSPECT AN AIRMAN TRAINING PROGRAM (FAR 141, FAR 63, FAR 65)
2. 1. 26	CONDUCT ROTC AND OTHER APPROVED SCHOOL PHASE CHECKS
2. 1. 28	INSPECT A FAR 133 OPERATION
2. 1. 29	EVALUATE A FAR 133 CONGESTED AREA OPERATIONS PLAN
2. 1. 30	CONDUCT A FAR 133 OPERATOR RAMP INSPECTION
2. 1. 31	EVALUATE AN APPLICATION FOR DEVIATION
2. 1. 32	CONDUCT A WRITTEN TEST EXAMINER INSPECTION
2.1.33	INSPECT A CHECK AIRMAN
2. 1. 34	CONDUCT A RE-EXAMINATION TEST OF AIRMAN UNDER 609 OF THE FA ACT
2. 1. 35	CONDUCT A PROFICIENCY PILOT EXAMINER INSPECTION
2. 1. 36	CONDUCT A DESIGNATED AIRMAN EXAMINER INSPECTION
2. 1. 37	INSPECT AN AIR CARRIER TRAINING PROGRAM (FAR 121, FAR 135)
2. 1. 38	EVALUATE A DISPATCH/FLIGHT FOLLOWING/FLIGHT LOCATING SYSTEM
2. 1. 39	INSPECT CREW MEMBER AND DISPATCHER RECORDS
2. 1. 40	CONDUCT A COCKPIT ENROUTE INSPECTION
2.1.41	CONDUCT A RAMP INSPECTION (FAR 121, 125, 135 AIRCRAFT)
2. 1. 42	EVALUATE AIRCRAFT OPERATIONS FROM AIRPORT AND ATC FACILITIES
2. 7. 43	CONDUCT A STATION FACILITY INSPECTION
2.1.44	CONDUCT A CABIN ENROUTE INSPECTION
2.1.45	INSPECT TRIP RECORDS
2. 1. 46	EVALUATE AIRPORT ANALYSIS DATA
2.1.47	EVALUATE TECHNICAL DOCUMENTS
2. 1. 48	ISSUE A SPECIAL PURPOSE CERTIFICATE FOR FOREIGN PILOT OPERATION OF LEASED U. S. REGISTERED AIRCRAFT

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART ~~135/GENERAL~~ AVIATION) (Continued)

<u>Task #</u>	<u>Task Title</u>
2. 1. 49	EVALUATE A MANUAL
2. 1. 50	CONDUCT A FLIGHT INSTRUCTOR INSPECTION
2.1.51	INSPECT A FAR 137 OPERATION
2. 1. 52	INSPECT AN AIRPORT (NON-CERTIFICATED AND FOREIGN AIRPORT)
2. 2. 1	CONDUCT A STUDENT PILOT CERTIFICATION
2. 2. 2	CONDUCT A PRIVATE PILOT CERTIFICATION
2. 2. 3	CONDUCT A COMMERCIAL PILOT CERTIFICATION
2. 2. 4	CONDUCT AN AIRLINE TRANSPORT PILOT CERTIFICATION, ADDITIONAL TYPE RATINGS, AND PROFICIENCY CHECK
2. 2. 5	CONDUCT AN INITIAL/REINSTATEMENT FLIGHT INSTRUCTOR CERTIFICATION AND AN ADDITIONAL RATING
2. 2. 6	CONDUCT A FLIGHT INSTRUCTOR CERTIFICATE RENEWAL
2. 2. 7	CONDUCT AN INSTRUMENT PILOT CERTIFICATION
2. 2. 8	DESIGNATE A GENERAL AVIATION PILOT EXAMINER
2. 2. 9	DESIGNATE AN AIRCREW PROGRAM DESIGNEE (APO)
2. 2. 10	DESIGNATE AN (AIR CARRIER) FLIGHT ENGINEER EXAMINER
2.2.11	DESIGNATE/RENEW A PROFICIENCY PILOT EXAMINER
2. 2. 12	ISSUE A GROUND INSTRUCTOR CERTIFICATE
2. 2. 13	ISSUE AN AUTHORIZATION FOR AIRMAN'S WRITTEN TEST
2. 2. 14	CONDUCT A SPECIAL MEDICAL PRACTICAL TEST
2. 2. 15	CONDUCT A CATEGORY II OR III CHECK
2. 2. 16	ISSUE A PILOT CERTIFICATE BASED ON MILITARY COMPETENCE
2. 2. 17	ISSUE AN AIRMAN CERTIFICATE ON BASIS OF FOREIGN LICENSE/SPECIAL PURPOSE
2. 2. 18	ISSUE A LETTER OF AUTHORIZATION FOR PIC, CERTAIN TURBOJET OR HIGH PERFORMANCE AIRCRAFT IN EXPERIMENTAL CATEGORY

PRINCIPAL OPERATIONS INSPECTOR COURSE
(PART ~~135/GENERAL~~ AVIATION) (Continued)

<u>Task</u>	<u>Task Title</u>
2.2.19	ISSUE A STATEMENT OF AEROBATIC COMPETENCE
2.2.20	APPROVE A CHECK AIRMAN (PILOT/FLIGHT ENGINEER/NAVIGATOR)
2.2.21	CONDUCT A FLIGHT ENGINEER CERTIFICATION/ADDITIONAL CLASS RATING AND PROFICIENCY CHECK
2.2.22	CONDUCT A DISPATCHER CERTIFICATION
2.2.23	CONDUCT A FLIGHT NAVIGATOR CERTIFICATION
2.2.24	CONDUCT A WRITTEN EXAMINATION REQUIRED FOR AIRMAN CERTIFICATION
..2.25	DESIGNATE A FLIGHT NAVIGATOR EXAMINER
2.2.26	DESIGNATE A FLIGHT DISPATCHER EXAMINER
2.2.27	DESIGNATE AN OCEANIC NAVIGATION CHECK AIRMAN
2.3.1	DESIGNATE A WRITTEN TEST EXAMINER
2.3.2	CONDUCT CERTIFICATION OF A FAR 133 OPERATOR
2.3.3	CONDUCT CERTIFICATION OF A PILOT SCHOOL
2.3.4	DESIGNATE/RENEW AN AIRMAN CERTIFICATION REPRESENTATIVE (PILOT SCHOOL AND FLIGHT INSTRUCTOR REFRESHER CLINIC)
2.3.6	APPROVE OPERATIONS SPECIFICATIONS
2.3.7	EVALUATE A FLIGHT SIMULATOR OR TRAINING DEVICE
2.3.8	APPROVE A MINIMUM EQUIPMENT LIST (MEL)
2.3.9	CONDUCT AN AIRCRAFT PROVING/ROUTE PROVING/SPECIALIZED MEANS OF NAVIGATION APPROVAL
2.3.11	EVALUATE POWER BACK PROCEDURES
2.3.12	EVALUATE AN AIRCRAFT LEASE
2.3.13	APPROVE CATEGORY II OR III APPROACH MINIMUMS
2.3.14	CONDUCT CERTIFICATION OF A FAR 135 OPERATOR
2.3.16	CONDUCT CERTIFICATION OF A FAR 137 OPERATOR
2.3.17	ADMINISTER A KNOWLEDGE AND SKILL TEST TO AN AGRICULTURAL PILOT

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE
(PART 121)

<u>Task</u>	<u>Task Title</u>
1. 1. 1	GROUND AN AIR CARRIER AIRCRAFT
1. 1. 3	PROCESS A MALFUNCTION OR DEFECT REPORT (M&D)
1. 1. 4	PROCESS A SERVICE DIFFICULTY REPORT (SDR)
1. 1. 6	INSPECT AN OPERATOR' S MAIN BASE
1. 1. 7	INSPECT AN OPERATOR' S MAINTENANCE SUB- BASE
1. 1. 8	INSPECT AN OPERATOR' S LINE STATION
1. 1. 9	CONDUCT A RAMP INSPECTION OF AN OPERATOR' S AIRCRAFT
1. 1. 10	CONDUCT A SPOT INSPECTION OF AN OPERATOR' S AIRCRAFT
1. 1. 11	INSPECT A CERTIFICATED AIRFRAME AND/OR POWERPLANT MECHANIC
1. 1. 14	CONDUCT A COCKPIT ENROUTE INSPECTION
1. 1. 15	INSPECT AN OPERATOR ON STRIKE/DURING LABOR UNREST/DURING FINANCIAL STRESS
1. 1. 16	INSPECT OPERATOR/AGENCY CONTRACT MAINTENANCE FACILITY
1. 1. 17	INSPECT A REFUELING FACILITY
1. 1. 27	EVALUATE INSPECTION PROGRAM FOR U. S. REGISTERED AIRCRAFT OPERATED BY A FOREIGN AIR CARRIER
1. 1. 28	CONDUCT AN ACCIDENT PREVENTION PRESENTATION
1. 1. 29	DEVELOP MAINTENANCE PLANNING DOCUMENT ON A MAINTENANCE REVIEW BOARD (MRB)
1. 1. 32	INSPECT AN AIR CARRIER FOREIGN-LOCATED NAVIGATIONAL AID
1. 1. 33	DEVELOP MASTER MINIMUM EQUIPMENT LIST (MMEL) ON FLIGHT OPERATIONS EVALUATION BOARD
1. 1. 34	PROVIDE TECHNICAL ASSISTANCE
1. 1. 35	PROVIDE TECHNICAL ASSISTANCE TO LEGAL COUNSEL
1.2.1	CERTIFICATE AN AIRFRAME AND/OR POWERPLANT MECHANIC/ADDED RATING

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
(PART 121)

<u>Task #</u>	<u>Task Title</u>
1. 3. 3	APPOINT A DESIGNATED AIRWORTHINESS REPRESENTATIVE (DAR)
1. 3. 4	RENEW A DESIGNATED AIRWORTHINESS REPRESENTATIVE (DAR) CERTIFICATE
1. 3. 5	INSPECT A DESIGNATED AIRWORTHINESS REPRESENTATIVE (DAR)
1. 3. 7	ISSUE AN AIRWORTHINESS CERTIFICATE FOR AN AIRCRAFT
1. 3. 10	CERTIFICATE A FAR 121/125/135 (AIR TAXI, 10-OR-MORE PASSENGER AIRCRAFT) OPERATOR
1. 3. 16	REVIEW A 121 OR 135 OPERATOR'S MECHANICAL INTERRUPTION SUMMARY REPORT (MIS)
1. 3. 19	PERFORM FIELD APPROVAL OF A MAJOR ALTERATION OR REPAIR
1.3.20	CERTIFICATE A FAR 135 AIR TAXI (SINGLE PILOT/NO MANUAL) OPERATOR
1. 3. 21	CERTIFICATE A FAR 135 AIR TAXI (AIRCRAFT WITH 9-OR-LESS PASSENGER CAPACITY) OPERATOR
1. 3. 22	APPROVE OPERATOR OPERATIONS SPECIFICATIONS
1. 3. 23	APPROVE WEIGHT AND BALANCE CONTROL
1. 3. 24	APPROVE A RELIABILITY PROGRAM
1. 3. 25	EVALUATE A MINIMUM EQUIPMENT LIST (MEL)
1.3.26	EVALUATE A MANUAL/REVISION
1. 3. 27	EVALUATE TECHNICAL DOCUMENTS
1. 3. 28	CONDUCT CABIN ENROUTE INSPECTION
1. 3. 29	EVALUATE AN APPLICATION FOR DEVIATION
1. 3. 30	APPROVE CATEGORY II/CATEGORY III LANDING MINIMUM MAINTENANCE PROGRAM
1. 3. 31	EVALUATE A CONTINUING ANALYSIS AND SURVEILLANCE PROGRAM/REVISION
1. 3. 32	EVALUATE MAINTENANCE TRAINING PROGRAM/RECORD
1. 3. 33	INSPECT MAINTENANCE SUPPORT FACILITY
1. 3. 34	CONDUCT AIRCRAFT PROVING FLIGHT
1. 3. 35	ISSUE AN SFAR 36 AUTHORIZATION

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
(PART 121)

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<u>Task</u>	<u>Task Title</u>
1. 3. 36	PROCESS AN AIR CARRIER AIRCRAFT/ENGINE UTILIZATION REPORT
1. 3. 37	ADD AN AIRCRAFT TO AN EXISTING CERTIFICATE
1. 4. 1	PERFORM TELEPHONE STAND-BY
1. 4. 2	CONDUCT ACCIDENT INVESTIGATION
1. 4. 3	CONDUCT INCIDENT INVESTIGATION
1. 4. 4	CONDUCT COMPLAINT INVESTIGATION
1. 4. 5	CONDUCT VIOLATION INVESTIGATION
1. 4. 8	RESPOND TO LEGAL REQUEST FOR DEPOSITION OR APPEARANCE IN COURT TRIALS AND FORMAL HEARINGS
1.4.12	CONDUCT REEXAMINATION TEST OF AIRMAN UNDER 609 OF THE FA ACT
1. 4. 15	EVALUATE EMERGENCY EVACUATION/DITCHING PROCEDURES
1. 4. 16	EVALUATE AIRCRAFT LEASE

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE
(PART 135)

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<u>Task #</u>	<u>Task Title</u>
1. 1. 2	ISSUE AN AIRCRAFT CONDITION NOTICE (NON-AIR CARRIER)
1. 1. 3	PROCESS A MALFUNCTION OR DEFECT REPORT (M&D)
1. 1. 4	PROCESS A SERVICE DIFFICULTY REPORT (SDR)
1. 1. 6	INSPECT AN OPERATOR'S MAIN BASE
1. 1. 7	INSPECT AN OPERATOR'S MAINTENANCE SUB-BASE
1.1.8	INSPECT AN OPERATOR'S LINE STATION
1. 1. 9	CONDUCT A RAMP INSPECTION OF AN OPERATOR'S AIRCRAFT
1.1.10	CONDUCT A SPOT INSPECTION OF AN OPERATOR'S AIRCRAFT
1. 1. 11	INSPECT A CERTIFICATED AIRFRAME AND/OR POWERPLANT MECHANIC
1. 1. 14	CONDUCT A COCKPIT ENROUTE INSPECTION
1.1.15	INSPECT AN OPERATOR ON STRIKE/DURING LABOR UNREST/DURING FINANCIAL STRESS
1. 1. 16	INSPECT OPERATOR/AGENCY CONTRACT MAINTENANCE FACILITY
1. 1. 17	INSPECT A REFUELING FACILITY
1.1.27	EVALUATE INSPECTION PROGRAM FOR U.S. REGISTERED AIRCRAFT OPERATED BY A FOREIGN AIR CARRIER
1.1.28	CONDUCT AN ACCIDENT PREVENTION PRESENTATION
1. 1. 29	DEVELOP MAINTENANCE PLANNING DOCUMENT ON A MAINTENANCE REVIEW BOARD (M&D)
1.1.32	INSPECT AN AIR CARRIER FOREIGN-LOCATED NAVIGATIONAL AID
1. 1. 33	DEVELOP MASTER MINIMUM EQUIPMENT LIST (MMEL) ON FLIGHT OPERATIONS EVALUATION BOARD
1. 1. 34	PROVIDE TECHNICAL ASSISTANCE
1. 1. 35	PROVIDE TECHNICAL ASSISTANCE TO LEGAL COUNSEL
1.2.1	CERTIFICATE AN AIRFRAME AND/OR POWERPLANT MECHANIC/ADDED RATING

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
(PART 135)

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<u>Task</u>	<u>Task Title</u>
1. 3. 3	APPOINT A DESIGNATED AIRWORTHINESS REPRESENTATIVE (DAR)
1. 3. 4	RENEW A DESIGNATED AIRWORTHINESS REPRESENTATIVE (DAR) CERTIFICATE
1. 3. 5	INSPECT A DESIGNATED AIRWORTHINESS REPRESENTATIVE (DAR)
1. 3. 7	ISSUE AN AIRWORTHINESS CERTIFICATE FOR AN AIRCRAFT
1.3.10	CERTIFICATE A FAR 121/125/135 (AIR TAXI, 10-OR-MORE PASSENGER AIRCRAFT) OPERATOR
1. 3. 16	REVIEW A 121 OR 135 OPERATOR'S MECHANICAL INTERRUPTION SUMMARY REPORT (MIS)
1. 3. 19	PERFORM FIELD APPROVAL OF A MAJOR ALTERATION OR REPAIR
1. 3. 20	CERTIFICATE A FAR 135 AIR TAXI (SINGLE PILOT/NO MANUAL) OPERATOR
1. 3. 21	CERTIFICATE A FAR 135 AIR TAXI (AIRCRAFT WITH 9-OR-LESS PASSENGER CAPACITY) OPERATOR
1. 3. 22	APPROVE OPERATOR OPERATIONS SPECIFICATIONS
1.3.23	APPROVE WEIGHT AND BALANCE CONTROL
1. 3. 24	APPROVE A RELIABILITY PROGRAM
1. 3. 25	EVALUATE A MINIMUM EQUIPMENT LIST (MEL)
1. 3. 26	EVALUATE A MANUAL/REVISION
1. 3. 27	EVALUATE TECHNICAL DOCUMENTS
1. 3. 28	CONDUCT CABIN ENROUTE INSPECTION
1. 3. 29	EVALUATE AN APPLICATION FOR DEVIATION
1. 3. 30	APPROVE CATEGORY II/CATEGORY III LANDING MINIMUM MAINTENANCE PROGRAM
1. 3. 31	EVALUATE A CONTINUING ANALYSIS AND SURVEILLANCE PROGRAM/REVISION
1. 3. 32	EVALUATE MAINTENANCE TRAINING PROGRAM/RECORD
1. 3. 33	INSPECT MAINTENANCE SUPPORT FACILITY

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
(PART 135)

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<u>Task #</u>	<u>Task Title</u>
1. 3. 34	CONDUCT AIRCRAFT PROVING FLIGHT
1. 3. 35	ISSUE AN SFAR 36 AUTHORIZATION
1. 3. 36	PROCESS AN AIR CARRIER AIRCRAFT/ENGINE UTILIZATION REPORT
1. 3. 37	ADD AN AIRCRAFT TO AN EXISTING CERTIFICATE
1. 3. 38	REVIEW ENGINEERING CHANGE AUTHORIZATION
1. 4. 1	PERFORM TELEPHONE STAND-BY
1. 4. 2	CONDUCT ACCIDENT INVESTIGATION
1. 4. 3	CONDUCT INCIDENT INVESTIGATION
1. 4. 4	CONDUCT COMPLAINT INVESTIGATION
1. 4. 5	CONDUCT VIOLATION INVESTIGATION
1.4.8	RESPOND TO LEGAL REQUEST FOR DEPOSITION OR APPEARANCE IN COURT TRIALS AND FORMAL HEARINGS
1. 4. 12	CONDUCT REEXAMINATION TEST OF AIRMAN UNDER 609 OF THE FA ACT
1. 4. 15	EVALUATE EMERGENCY EVACUATION/DITCHING PROCEDURES
1. 4. 16	EVALUATE AIRCRAFT LEASE

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE
(PART ~~135~~/GENERAL AVIATION)

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<u>Task</u>	<u>Task Title</u>
1. 1. 1	GROUND AN AIR CARRIER AIRCRAFT
1. 1. 2	ISSUE AN AIRCRAFT CONDITION NOTICE (NON-AIR CARRIER)
1. 1. 3	PROCESS A MALFUNCTION OR DEFECT REPORT (M&D)
1. 1. 4	PROCESS A SERVICE DIFFICULTY REPORT (SDR)
1. 1. 5	INSPECT A REPAIR STATION
1. 1. 6	INSPECT AN OPERATOR'S MAIN BASE
1. 1. 7	INSPECT AN OPERATOR'S MAINTENANCE SUB-BASE
1. 1. 8	INSPECT AN OPERATOR'S LINE STATION
1. 1. 9	CONDUCT A RAMP INSPECTION OF AN OPERATOR'S AIRCRAFT
1. 1. 10	CONDUCT A SPOT INSPECTION OF AN OPERATOR'S AIRCRAFT
1. 1. 11	INSPECT A CERTIFICATED AIRFRAME AND/OR POWERPLANT MECHANIC
1. 1. 12	INSPECT A REPAIRMAN
1. 1. 13	INSPECT A DESIGNATED MECHANIC EXAMINER (DME) / DESIGNATED PARACHUTE RIGGER EXAMINER (DPRE)
1. 1. 14	CONDUCT A COCKPIT ENROUTE INSPECTION
1. 1. 15	INSPECT AN OPERATOR ON STRIKE/DURING LABOR UNREST/DURING FINANCIAL STRESS
1. 1. 15	INSPECT AN OPERATOR ON STRIKE/DURING LABOR UNREST/DURING FINANCIAL STRESS
1.1.16	INSPECT OPERATOR/AGENCY CONTRACT MAINTENANCE FACILITY
1. 1. 17	INSPECT A REFUELING FACILITY
1. 1. 18	CONDUCT A RAMP INSPECTION OF A FAR 137 OPERATOR'S AIRCRAFT
1. 1. 19	INSPECT A FAR 91 OPERATOR'S AIRCRAFT/PRODUCT
1. 1. 20	INSPECT A PARACHUTE RIGGER
1. 1. 21	INSPECT A FAR 149 CERTIFICATED PARACHUTE LOFT

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
(PART ~~135~~/GENERAL AVIATION)

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<u>Task</u>	<u>Task Title</u>
1. 1. 22	INSPECT A FAR 147 CERTIFICATED AVIATION MAINTENANCE TECHNICIAN SCHOOL
1. 1. 23	INSPECT A FAR 141 CERTIFICATED PILOT SCHOOL
1. 1. 24	INSPECT A HOLDER OF AN INSPECTION AUTHORIZATION (IA)
1. 1. 25	INSPECT A FAR 133 ROTORCRAFT EXTERNAL LOAD OPERATOR'S MAIN BASE
1. 1. 26	INSPECT A NON-CERTIFICATED MAINTENANCE FACILITY
1. 1. 27	EVALUATE INSPECTION PROGRAM FOR U.S. REGISTERED AIRCRAFT OPERATED BY A FOREIGN AIR CARRIER
1. 1. 28	CONDUCT AN ACCIDENT PREVENTION PRESENTATION
1. 1. 29	DEVELOP MAINTENANCE PLANNING DOCUMENT ON A MAINTENANCE REVIEW BOARD (MRB)
1. 1. 30	INSPECT A SUPPLEMENTARY AVIATION WEATHER REPORTING STATION (SAWRS)/ALTIMETER SETTING SOURCE FACILITY
1. 1. 31	INSPECT A FAR 137 AGRICULTURAL OPERATOR'S MAIN BASE
1. 1. 32	INSPECT AN AIR CARRIER FOREIGN-LOCATED NAVIGATIONAL AID
1. 1. 33	DEVELOP MASTER MINIMUM EQUIPMENT LIST (MMEL) ON FLIGHT OPERATIONS EVALUATION BOARD
1. 1. 34	PROVIDE TECHNICAL ASSISTANCE
1. 1. 35	PROVIDE TECHNICAL ASSISTANCE TO LEGAL COUNSEL
1. 2. 1	CERTIFICATE AN AIRFRAME AND/OR POWERPLANT MECHANIC/ADDED RATING
1. 2. 2	CERTIFICATE A REPAIRMAN/ADDED RATING
1. 2. 3	CERTIFICATE A PARACHUTE RIGGER/ADDED RATING
1. 2. 4	ISSUE AN INSPECTION AUTHORIZATION (IA)
1. 2. 5	RENEW AN INSPECTION AUTHORIZATION
1. 2. 6	ISSUE WRITTEN TEST AUTHORIZATION TO A MAINTENANCE AIRMAN (MECHANIC/PARACHUTE RIGGER)
1. 3. 1	APPOINT A DESIGNATED MECHANIC EXAMINER (DME) /DESIGNATED PARACHUTE RIGGER EXAMINER (DPRE)

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
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<u>Task #</u>	<u>Task Title</u>
1. 3. 2	RENEW A DESIGNATED MECHANIC EXAMINER (DME)/DESIGNATED PARACHUTE RIGGER EXAMINER (DPRE) AUTHORIZATION
1. 3. 6	CERTIFICATE A FAR 145 REPAIR STATION/SATELLITE STATION/ADDED RATING
1. 3. 7	ISSUE AN AIRWORTHINESS CERTIFICATE FOR AN AIRCRAFT
1. 3. 8	ISSUE EXPORT AIRWORTHINESS APPROVAL
1. 3. 9	APPROVE A FAR 91 GENERAL AVIATION OPERATOR'S INSPECTION PROGRAM (FAR 91. 169(F) (5))
1. 3. 10	CERTIFICATE A FAR 121/125/135 (AIR TAXI, 10-OR-MORE PASSENGER AIRCRAFT) OPERATOR
1. 3. 11	CERTIFICATE A FAR 133 EXTERNAL LOAD OPERATOR
1. 3. 12	CERTIFICATE A FAR 137 AGRICULTURAL OPERATOR
1. 3. 13	CERTIFICATE A FAR 141 PILOT SCHOOL
1. 3. 14	CERTIFICATE A FAR 147 AVIATION MAINTENANCE TECHNICIAN SCHOOL
1. 3. 15	CERTIFICATE A FAR 149 PARACHUTE LOFT/ADDED RATING
1. 3. 16	REVIEW A 121 OR 135 OPERATOR'S MECHANICAL INTERRUPTION SUMMARY REPORT (MIS)
1. 3. 17	APPOINT/RENEW A DESIGNATED WRITTEN TEST EXAMINER
1. 3. 18	CERTIFICATE AN ALTIMETER SETTING SOURCE FACILITY
1. 3. 19	PERFORM FIELD APPROVAL OF A MAJOR ALTERATION OR REPAIR
1. 3. 20	CERTIFICATE A FAR 135 AIR TAXI (SINGLE PILOT/NO MANUAL) OPERATOR
1. 3. 21	CERTIFICATE A FAR 135 AIR TAXI (AIRCRAFT WITH 9-OR-LESS PASSENGER CAPACITY) OPERATOR
1. 3. 22	APPROVE OPERATOR OPERATIONS SPECIFICATIONS
1. 3. 23	APPROVE WEIGHT AND BALANCE CONTROL
1. 3. 24	APPROVE A RELIABILITY PROGRAM

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
(PART ~~135~~/GENERAL AVIATION)

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<u>Task</u>	<u>Task Title</u>
1. 3. 25	EVALUATE A MINIMUM EQUIPMENT LIST (MEL)
1. 3. 26	EVALUATE A MANUAL/REVISION
1. 3. 27	EVALUATE TECHNICAL DOCUMENTS
1. 3. 29	EVALUATE AN APPLICATION FOR DEVIATION
1. 3. 30	APPROVE CATEGORY II/CATEGORY III LANDING MINIMUM MAINTENANCE PROGRAM
1. 3. 32	EVALUATE MAINTENANCE TRAINING PROGRAM/RECORD
1. 3. 33	INSPECT MAINTENANCE SUPPORT FACILITY
1. 3. 34	CONDUCT AIRCRAFT PROVING FLIGHT
1. 3. 35	ISSUE AN SFAR 36 AUTHORIZATION
1. 3. 36	PROCESS AN AIR CARRIER AIRCRAFT/ENGINE UTILIZATION REPORT
1. 3. 37	ADD AN AIRCRAFT TO AN EXISTING CERTIFICATE
1. 3. 38	REVIEW ENGINEERING CHANGE AUTHORIZATION
1. 4. 1	PERFORM TELEPHONE STAND-BY
1. 4. 2	CONDUCT ACCIDENT INVESTIGATION
1. 4. 3	CONDUCT INCIDENT INVESTIGATION
1. 4. 4	CONDUCT COMPLAINT INVESTIGATION
1. 4. 5	CONDUCT VIOLATION INVESTIGATION
1. 4. 6	INSPECT EXECUTIVE/CORPORATE OPERATOR
1. 4. 7	MONITOR AIR SHOW ACTIVITIES
1. 4. 8	RESPOND TO LEGAL REQUEST FOR DEPOSITION OR APPEARANCE IN COURT TRIALS AND FORMAL HEARINGS
1. 4. 9	PROCESS AIRCRAFT LEASE AGREEMENT FOR REGULATORY COMPLIANCE UNDER PART 91. 54

PRINCIPAL AIRWORTHINESS INSPECTOR COURSE (Continued)
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<u>Task #</u>	<u>Task Title</u>
1. 4. 10	INSPECT WRITTEN TEST EXAMINER
1. 4. 11	CONDUCT WRITTEN EXAMINATION REQUIRED FOR AIRMAN CERTIFICATION
1. 4. 12	CONDUCT REEXAMINATION TEST OF AIRMAN UNDER 609 OF THE FA ACT
1. 4. 13	INSPECT AN INDUSTRIAL OPERATOR
1. 4. 14	MONITOR AIR RACE ACTIVITIES
1. 4. 16	EVALUATE AIRCRAFT LEASE



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PROJECT SAFE:

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